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STANDARD OPERATION PROCEDURES (SOP) FOR MARINE CORPS RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS

1. Please remove and replace the current cover page with the new cover page. The subject line on the current page was incorrectly typed prior to the printing process.

PCN 10208953080



Headquarters, U.S. Marine Corps

MCO P5720.75 PCN 10208953000

STANDARD OPERATION PROCEDURES (SOP) FOR MARINE CORPS RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS

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DEPARTMENT OF THE NAVY HEADQUARTERS UNITED STATES MARINE CORPS 2 NAVY ANNEX WASHINGTON, DC 20380-1775

MCO P5720.75 MCRC (P) 05 Aug 1998

MARINE CORPS ORDER P5720.75

From: Commanding General, Marine Corps Recruiting Command

To: Distribution List

Subj: STANDARD OPERATING PROCEDURES (SOP) FOR MARINE CORPS

RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS

Ref: (a) SECNAVINST 5720.44a

(b) Volume III, <u>Guidebook for Recruiting Station</u>
<u>Operations</u>

- (c) Volume I, <u>Guidebook for Recruiters</u>
- (d) Naval Correspondence Manual
- (e) ROPE Authorization Letter
- (f) MCO P5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
- (g) MCO P5600.31 Publication and Printing Regulations
- (h) MCO 5720.68 DOD Newspaper and Civilian Enterprise Publications
- (i) MCO P5211.2 The Privacy Act of 1974
- (j) MCRCO 7000.1 COI Program/Funded Poolee Functions
- (k) MCO 5760.3 Retired Marine Luncheon Program
- (1) Recruiter Support Materials Guide
- (m) Annual Recruitment Advertising Plan
- (n) Operation Plan 1-96 (Campaign Plan for Implementation of the Marine Corps Readiness Support Program)
- (o) MCO 1130.53 Enlistment Program Options
- (p) MCO P1200.7_MOS Manual

Encl: (1) Locator Sheet

- 1. <u>Purpose</u>. To publish operating procedures for the conduct of marketing and public affairs within Marine Corps Recruiting Command Headquarters, Districts and Recruiting Stations.
- 2. <u>Background</u>. This SOP provides guidance to recruiting station commanding officers and marketing and public affairs representatives (MPAs) on how to effectively operate public affairs and marketing at the RS level in support of recruiting. Further, it provides guidance to district commanding officers and public affairs officers, as well as Marine Corps Recruiting Command public affairs and advertising branches on how to best support the recruiting station commanding officers and MPAs in accomplishing the recruiting mission.

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- 3. Recommendations. Recommendations for changes to this Manual should be submitted to the Commanding General, Marine Corps Recruiting Command (PA) via the appropriate chain of command.
- 4. <u>Reserve Applicability</u>. This Manual is applicable to the Marine Corps Reserve.
- 5. <u>Certification</u>. Reviewed and approved this date. DISTRIBUTION: PCN 10208953000

J. W. KLIMP

Copy to: 7000110 (55)

700093 (2) 8145005 (2) 700099 (1)

7000144 (1) 8145001 (1)

LOCATOR SHEET

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Locatio	on: .	(Indica	ate th	e locat	ion(s)	of t	ne co	py(ies)	of	this	Manual.)	
											ENCLOSURE	(1)

RECORD OF CHANGES

Log completed change actions as indicated.

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CHAPTER 1

PRINCIPLES, MISSION AND FUNCTIONS

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CHAPTER 1

PRINCIPLES AND MISSION AND FUNCTIONS

1000. BASIC PRINCIPLES

- 1. The Department of Defense and the Department of the Navy set forth the basic principles which guide Marine Corps public affairs activities through the current editions of SECNAVINST 5720.44.
- 2. A reputation for credibility is essential to a sound Marine Corps marketing and public affairs program. The best interests of the Marine Corps will be served by candid, honest relations with the public, the news media and advertisers.
- 1001. MARINE CORPS RECRUITING COMMAND MISSION. The Marine Corps Recruiting Command (MCRC) is responsible to the Commandant of the Marine Corps (MC), for the procurement of qualified individuals in sufficient numbers to meet the established personnel strength levels, officer and enlisted, of the Marine Corps and Marine Corps Reserve.

1002. <u>SELECTED FUNCTIONAL AREAS OF THE MARINE CORPS RECRUITING COMMAND</u>

- 1. Advise the CMC on military personnel procurement matters.
- 2. Plan promulgate and supervise the Marine Corps programs regulations pertaining to military personnel procurement.
- 3. Coordinate, cooperate and maintain liaison with other branches of the Armed Forces, the U.S. Coast Guard and the Selective Service on personnel procurement matters in which Marine participated or has an interest.
- 4. Maintain liaison with recruit and officer candidate training activities, including basic flight training.
- 5. Develop, distribute and evaluate promotional material in support of the procurement programs.

6. Coordinate with the Assistant Chief of Staff for Training (MCRC (RT)) on matters concerning operation of the Recruiters School, Marine Corps Recruit Depot, San Diego, California.

1003. FUNCTIONAL AREAS OF THE PUBLIC AFFAIRS OFFICER (MCRC (P))

- 1. Maintain and operate a Public Affairs office as outlined in FMFM 3-1 at Appendix A.
- 2. Support region, district and recruiting station public affairs activities.
- 3. Provide formal training to Marines assigned as recruiting station marketing and public affairs representatives, district public affairs officers and chiefs, and recruitment advertising officers. District public affairs office staff members may be assigned to MPA training based upon seat availability. Formal training also provided to RS commanding officers, district contact teams, recruiter instructors and career recruiters

1004. <u>FUNCTIONAL AREAS OF THE ASSISTANT CHIEF OF STAFF FOR ADVERTISING (MCRC (M))</u>

- 1. Advise the Commanding General, MCRC, on advertising in support of recruiting.
- 2. Support district Recruitment Advertising Officers (RAOs) and RS Marketing and Public Affairs Representatives (MPAs).

CHAPTER 2

RESPONSIBILITY AND ORGANIZATION

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CHAPTER 2

ORGANIZATION AND RESPONSIBILITIES

- 2000. <u>COMMANDANT OF THE MARINE CORPS</u>. The Commandant of the Marine Corps is responsible to the Secretary of the Navy for effective implementation of public affairs and advertising policies within the Marine Corps.
- 2001. <u>COMMANDING GENERAL</u>, <u>MARINE CORPS RECRUITING COMMAND</u>. The commanding general exercises control of the Marine Corps recruiting service and directs the public affairs and advertising programs of the recruiting service.

2002. PUBLIC AFFAIRS OFFICER MCRC (P)

- 1. As a special staff officer, advises the Commanding General, Marine Corps Recruiting Command (CG MCRC), on all public affairs issues relating to recruiting and the command's interaction with the public. The public affairs officer is responsible to the CG MCRC, for specific planning and implementation of Marine Corps public affairs programs.
- 2. The public affairs officer will be consulted on the public affairs impact in all Marine Corps recruiting matters of regional, national, or international scope or importance. Address related correspondence to the Commanding General, Marine Corps Recruiting Command (P).
- 3. The public affairs officer is responsible for developing MCRC public affairs guidance on all recruiting public affairs matters.
- 4. The public affairs officer is responsible for developing and providing training for all recruiting service-unique public affairs subjects to district and recruiting station public affairs Marines assigned to Marine Corps Recruiting Command.
- 5. The Public Affairs Officer is the liaison between Recruiting Command and other Marine Corps commands and units (i.e. U. S. Marine Band, MPO-20, aviation support, AV-8B Harrier Demonstration scheduling committees, etc.) in support of recruiting public affairs and community relations objectives.

- 6. The public affairs officer is the spokesman for national media questions about recruiting matters.
- 7. The public affairs officer is responsible for providing public affairs support to the recruiting service in initiatives designed to enhance mission attainment.

2003. ASSISTANT CHIEF OF STAFF FOR ADVERTISING (CG MCRC (M))

- 1. The Assistant Chief of Staff for Advertising advises the Commanding General, Marine Corps Recruiting Command, on all matters regarding advertising and promotion in support of recruitment objectives. The scope of this support extends from print and broadcast media to direct mail, films, outdoor and printed sales brochures.
- 2. Advises the Career Planning Branch (CMC Code MMCP) on the most effective retention advertising materials and programs to aid career planners and commanding officers in the accomplishment of the Marine Corps' retention goals for first-term and career Marines.
- 3. Furnishes justification for budget submissions for advertising support, including Regular/retention (O&MMC) and Reserve (O&MMCR) budgets. Furnishes supporting documentation to support/defend the advertising budgets.
- 4. Prepares the annual National Recruitment Advertising Plan (RAP) in conjunction with the contracted Marine Corps advertising agency, and acts as technical advisor for the preparation of local advertising plans at the Marine Corps district and recruiting station levels.
- 5. Maintains accountability for advertising funds allocated to the Marine Corps Recruiting Command, recommending to the Commanding General, Marine Corps Recruiting Command, a funding allocation plan to support total force recruiting on a nationwide basis.
- 6. Formulates specific projects to support recruiting and processes required documentation, prepared by the contracted advertising agency, through the contracting phases. This process includes the commitment of funds to each project, the obligation of funds by a written contract with the supplier, and the expenditure of funds through liquidation of contractor invoices at the Marine Corps disbursing office.

2005

- 7. Conducts liaison and close coordination between the Marine Corps and all the other military services' advertising directors in an informal organization called Joint Advertising Directors of Recruiting (JADOR).
- 8. Coordinates and manages the production and execution phase for all recruiting films and Marine Corps national convention displays/attendance.
- 9. Acts as the Headquarters staff agency which handles all field inquiries and staff proposals regarding advertising and recruitment promotional activities.
- 10. Advises the Marine Corps districts on the most effective use of regional advertising opportunities.
- 11. Produces and supervises the publication and distribution of all Recruiter Support Materials and outdoor display advertising to the recruiting stations through the annual Recruiter Support Material Order form.

2004. COMMANDING OFFICERS OF RECRUITING DISTRICTS

1. District commanding officers are responsible for implementing the commanding general's public affairs and advertising guidance within their local command area and providing assistance to recruiting station commanding officers.

2005. PUBLIC AFFAIRS OFFICERS OF RECRUITING DISTRICT

- 1. The Public Affairs Officer is responsible to the district commanding officer for assisting recruiting stations in their public affairs efforts.
- 2. The Public Affairs Officer will be consulted on all Marine Corps recruiting public affairs matters of regional scope or importance and forward all items of national interest to the Commanding General, Marine Corps Recruiting Command (P).
- 3. The Public Affairs Officer is responsible for supporting the Educator Workshops conducted by each recruiting station and serve as the District's liaison with the recruiting region.
- 4. The Public Affairs Officer is responsible for disseminating information on PA policy and training matters to the recruiting stations.

- 5. The Public Affairs Officer is responsible for providing internal communications between the recruiting stations of the district by publication of a district magazine; other publications may be directed by the district commanding officer.
- 6. The Public Affairs Officer is the liaison between HQMC Retired Branch and the RSs to execute the Retired Marine Luncheon Program. The District PAO is responsible for hosting Retired Marine Luncheons in the city where the district headquarters is located.

2006. <u>DISTRICT RECRUITMENT ADVERTISING OFFICER (RAO)</u>

- 1. The RAO is responsible for providing advertising assistance and advice to the Commanding Officer of the recruiting district.
- 2. The RAO is responsible for assisting RS Commanding Officers in integrating RS advertising efforts with the District and National plans through development of a District Recruitment Advertising Plan.
- 3. The RAO, working with the district representative of the contracted advertising agency, plans and places District advertising materials.
- 4. The RAO provides assistance to RS Enhanced Area Canvassing events and other commercial Marine Corps lead generating activities as requested by RS \cos .

2007. RECRUITING STATION COMMANDING OFFICER

- 1. Commanding Officers are responsible for public affairs and advertising within their area.
- 2. Commanding officers should take an active, personal role in public affairs including speaking engagements, courtesy calls on community leaders, and interviews with news media.
- 3. Commanding officers should include the Marketing and Public Affairs Representative (MPA) in all Command Group briefings for informational purposes and apprise the MPA of any events or Serious Incidents which could generate local media attention. The MPA should have a direct line of communication to the commanding officer.

2008. MARKETING AND PUBLIC AFFAIRS REPRESENTATIVE (MPA)

- 1. Public affairs billets allocated to the RSs are filled by Combat Correspondents to fill billets described as Marketing and Public Affairs Representatives (MPAs) and fall under the personnel procurement Table of Organization (T/O). Marines assigned to these billets are designated as the RS Public Affairs Representative to the media and public affairs advisor to the Commanding Officer, as well as the public affairs trainer for Recruiting Noncommissioned Officers in Charge and recruiters and have the same responsibilities as outlined for MCRC and District Public Affairs Officers as outlined in FMFM 3-1.
- 2. The MPA is a Combat Correspondent, MOS 4341, and is the primary media program coordinator within the RS. The MPA will perform duties directly related to external and internal information and community relations as outlined in Ref. (a).
- 3. The MPA will organize and implement a public affairs program for the RS as outlined in Ref. (b).
- 4. The MPA will produce an annual Recruiting Station Recruitment Advertising Plan for the RS COs' approval, to best utilize RS advertising funds.
- 5. The MPA will be responsible to the commanding officer in all matters pertaining to public affairs and advertising.
- 6. The MPA is the primary coordinator of the RS Educator Workshop program.
- 7. The MPA is the primary liaison with civilian sponsors throughout the RS area requesting ceremonial support units such as bands and demonstration platoons.
- 8. The MPA is the primary point of contact for coordinating aircraft static displays and demonstration, for the RS.
- 9. The MPA is the primary point of contact during tours of the U.S. Marine Band in the RS area.
- 10. The MPA is the RS designated spokesman for answering media queries and providing media assistance and information within the RS area of responsibility.
- 11. In support of internal information objectives, the MPA should produce, at a minimum, a quarterly poolee newsletter or

magazine; RS newspapers may be produced at the discretion of the CO.

- 12. The MPA is responsible for assisting RSS NCOICs in maintaining active media relations throughout the RS area.
- 13. The MPA is responsible for making media visits and liaison with the NCOIC as outlined in Chap. 10 of reference (b).
- 14. The MPA supports the recruiting mission by assisting recruiters with Enhanced Area Canvassing activities and other lead-generating events.
- 15. The MPA assists recruiters by serving as the ordering and distribution point of contact for all Recruiter Support Material. The MPA will coordinate the local order of material with each NCOIC and OSO annually, then distribute materials as they are received at the RS. The MPA will provide training on RSM use as required.
- 16. The MPA is the RS contact for collecting names for the Recruiter Supplied Names program and forwarding the names to MCRC (M).
- 17. The MPA is responsible for being aware of all materials required at the RS level in the annual MCRC Directives letter containing appendix B.
- 18. The MPA is responsible for preparing Public Affairs Guidance for the commanding officer in case of events which may have an impact on the command's community relations, positive or negative.
- 19. The MPA is responsible for assisting the recruiters in executing the Awards Program to high schools each year.
- 20. The MPA is responsible for assisting the CO in coordinating a Retired Marine Luncheon within the RS each year in cities not colocated with a district headquarters or major Marine Corps command.
- 21. The MPA is the RS's primary liaison with the local Peacetime/Wartime Support Team (PWST) representative.
- 22. The MPA is responsible for formal testing of any applicant who wishes to enlist into the Marine Corps with guaranteed assignment as a 4341.

23. The MPA is the primary point of contact for recruiters desiring to make local public service announcements at local media outlets.

CHAPTER 3

ADMINISTRATION

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CHAPTER 3

ADMINISTRATION

3000. MARKETING AND PUBLIC AFFAIRS REPRESENTATIVE OFFICE IN THE RECRUITING STATION

- 1. Marketing and Public Affairs Representatives (MPA) are acting as the public affairs spokesman for the first time in their career and are responsible for operations of a public affairs office, similar to a public affairs Chief's responsibilities at a base or station. A successful public affairs/marketing program will not be run from an office administratively, however, a sound office setup will help contribute to an MPAs overall efficiency and credibility.
- 2. Within the recruiting station, the MPA should have either a small office or dedicated work area. At a minimum, each MPA should have a desk, two-drawer file cabinet and a small bookcase. Within the recruiting station there should be a secure storage area large enough to accommodate storage and distribution bins for Recruiter Support Material and one locking storage cabinet for holding high cost give-away items and tapes. If possible, it is preferable that the MPA have a dedicated phone number and Marine Corps e-mail. The MPA needs a computer and access to internet as well as access to a fax machine. The files in the public affairs office are not considered official files, subject to IG inspection or required to be filed using the SSIC system.

3001. PUBLIC AFFAIRS ORDERS AND DIRECTIVES

- 1. Volumes I and III (ref. (c) and (b)) provide directions for public affairs operations within the recruiting station. Ref (a) is the guiding document for all Marine Corps public affairs activities.
- 2. The directives listed at Appendix B should be maintained in the recruiting station for use by the MPA as required.

3002. CORRESPONDENCE

1. MPAs should be prepared to draft correspondence, for the RS CO or XO signature, in response to public inquiry per reference (d); the CO may designate the MPA to sign these responses on

recruiting station letterhead. Examples of the correct format for social correspondence are found at Appendix C.

- 2. At a minimum, MPAs should be prepared to complete the following correspondence for the command, using the references indicated:
 - a. Position Paper.
 - b. Point Paper.
 - c. Talking Paper.
 - d. Trip Reports.
 - e. Memorandum for the Record.
 - f. Memorandum.
- 3. Official correspondence may be directed for the MPAs to draft with appropriate SSIC codes and information for the recruiting station. The letters must be prepared according to reference (d) and kept on official file in the administration office of the recruiting station.
- 3003. <u>RECRUITER OUT-OF-POCKET EXPENSE (ROPE) FOR MPAS.</u> ROPE reimbursement for MPAs for valid claims is authorized by MCRC in reference (e). Each district CO designates local guidelines on the submission of ROPE claims within the district.

3004. TRAINING AND ASSISTANCE VISITS AND INSPECTIONS

- 1. Training and Assistance Visits by MCRC PA with the district PAO or MPA and the district PAO with the MPA can be very useful tools in advising the district and RS command groups how the effectiveness of public affairs support can be maximized. A T&A Visit may be conducted by anyone the district or RS CO designates or requests.
- 2. Questions which should be reviewed during a T&A visit are included at Appendix D. These visits are designed to examine command/staff relations, internal information, public information, community relations and administration, or any one of the listed areas.

3. Inspections are designated visits to insure the recruiting station public affairs office has the appropriate tools, support and training to operate effectively. Appendix E is the Marine Corps public affairs inspector general checklist and will be used for inspecting MPAs. This list may be a useful tool to the MPA in daily operations and decisions on how to maintain an office and RS command relationships.

CHAPTER 4

CEREMONIAL UNIT AND AIRCRAFT DISPLAY SUPPORT

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CHAPTER 4

MARINE CORPS CEREMONIAL UNIT SUPPORT

4000. BACKGROUND

- 1. Marine Corps ceremonial units have a tremendous impact on their audiences and can most positively impact recruiting. The primary mission of these units is to provide Community Relations general awareness for the Marine Corps and to support the recruiting service. Their appearances fall under the strictest guidelines of reference (a).
- 2. It is imperative that MPAs are fully aware of the criteria for support, governed by both the nature of the sponsor and the nature of the event to be supported.
- 3. When they are requested by a civilian group, the units must be sponsored and appear at no expense to the government; a district or recruiting station may elect to expend funds to bring in a unit but must be aware of the total cost involved and the impact their funding will have if they are supporting one non-military event; recruiting stations must not give the impression of providing selective benefit to one civilian event over another.
- 4. All requests for appearances by one of these units must be originated on an Armed Forces Participation Request Form (Non-Aviation), Appendix F. The form should be sent directly, by the sponsor, to HQMC (PAC) for action, with no comment of support by the recruiter or recruiting station. The MPA should assist the sponsor in determining if the request is affordable by the sponsor at the beginning of the request process.

4001. WHO THE CEREMONIAL UNITS ARE

1. Sponsors want to know what units the Marine Corps has. This is the MPAs and recruiters chance to educate and help the public. Many will start with 'How do I get "The" Marine Band here?' The fact is, many Marines and members of the public are not certain of the distinctions between "The President's Own" U.S. Marine Band and the other Marine musical organizations. The MPAs role in deciphering public requests can be critical to providing appropriate support.

"The President's Own" U. S. Marine Band is a special ceremonial unit whose primary mission is to support the President of the United States. The band's interaction with the MCRC is covered in Chapter 5 of this SOP. The Band makes annual concert tours and is available on a very limited basis for local events.

- 2. The primary ceremonial units are:
 - The U. S. Marine Drum & Bugle Corps (D&B)
 - The U. S. Marine Silent Drill Platoon (SDP)
 - The U. S. Marine Corps Battle Color Detachment (BCD)

The Marine Corps Presentation Team

One of 12 Marine Standard Bands

Appendix G contains descriptions of each unit. More in-depth information is available through each unit's press information kits which they distribute when appearances are scheduled.

4002. SPONSORS BRING THE UNITS TO YOUR TOWN

- 1. Marine Corps air assets are used whenever possible; the cost of fuel and crew use are not charged to the sponsor. However, the Ceremonial Unit must be fed and, in some cases, billeted by the sponsor during their visit.
- 2. How many people are involved varies from group to group. The information for initial planning is:
 - U. S. Marine Drum & Bugle Corps 80
 - U. S. Marine Silent Drill Platoon 38
 - U. S. Marine Corps Battle Color Detachment 125

(Includes D&B, SDP, U. S. Marine Corps Color Guard and one narrator)

Marine Corps Presentation Team - 5

(Core unit from Quantico may be augmented with equipment and Marines from local reserve units)

Marine Standard Bands - 50

(Smaller dance ensembles and other units may be requested from individual bands)

- 3. This translates to the following room requirements:
 - U. S. Marine Drum & Bugle Corps 8 singles, 36 doubles
 - U. S. Marine Silent Drill Platoon 2 singles, 18 doubles
 - U. S. Marine Corps Battle Color Detachment 10 singles, 56
 doubles

Marine Standard Bands - 6 singles, 22 doubles

Marine Corps Presentation Team - 3 singles, 1 double

- 4. Transportation is a number one priority for these units, both getting to the site and once they are on the ground. If the performance site is less than 100 miles from the unit's home base, the unit will probably be using ground transportation. Trips up to 350 miles without air landing availability will require contract buses to be provided by the sponsor. As noted above, Marine Corps air, at no expense to the sponsor, will be used when it is available.
- 5. On the ground, the units need the following from the air landing site to billeting and the performance site:
 - **D&B** 2 buses and 1 cargo truck
 - $\ensuremath{\mathtt{SDP}}$ 1 bus and 1 cargo truck
 - BCD 4 buses and 2 cargo trucks

Marine Standard Band - 1 bus, 1 12 passenger van, cargo truck

Marine Corps Presentation Team - 1 car

The units use their own members for loading crews and the Barracks ceremonial units us their own truck drivers.

6. Once at the hotel or performance site, there is a requirement for locked storage for instruments, weapons and/or colors. In lieu of storage, those items may be left on the truck as long as the truck can be backed up against a building or light pole in view of the hotel lobby.

4003. CREATIVE GUIDANCE

- 1. The information offered here is merely a brief. A coordinator is assigned to each of the Marine Corps ceremonial units to work out the fine details. As the local Marine, the recruiter and the MPA are in the position of being able to ensure the appearance goes smoothly by being a local liaison between the unit and the sponsor.
- 2. In the event the sponsor doesn't make local, pre-paid billeting and messing arrangements, the standard JTR per diem rate for the visit area applies; the sponsor is responsible for those costs. Appearances do not need to be cash transactions. Public affairs creativity can come into play here. Instead of paying the unit full per diem rates, ask potential sponsors to consider the following ideas:
- Is there a military facility in the area? If so, the barracks and dining facility may be used (remembering squad bays are NOT considered adequate billeting); the sponsor will have to pay the daily meal and room rates.
- Does a member of the sponsoring organization own a motel or hotel and will they offer free or reduced-rate rooms?
- Is there a band booster club, American Legion, VFW or other similar organization involved? Those groups will often provide some wonderful buffet meals for the visiting units.
- Is this a civic event? The sponsor may ask members of the Chamber of Commerce to provide support.

4004. <u>AIRCRAFT DEMONSTRATIONS AND DISPLAYS</u>.

1. The Marine Corps is an unknown entity in many ways to many Americans. We have high recognition by name and as fighting infantrymen, but, our high-tech side and career opportunities are often overlooked. Aircraft static displays give people a chance to see the planes, fixed wing and rotary, that we fly everyday.

It gives them a chance to visit with the Marines who fly and maintain them as well.

2. To support public affairs community relations efforts and recruiting, and within safety and training requirements and constraints, aircraft are made available for static displays in much the same way as bands, the SDP and the BCD.

4005. <u>INSTRUCTIONS FOR REQUESTING AIR SUPPORT (other than Harrier demonstrations)</u>

- 1. The requirements for a static display, minimum requirements for the landing and display area is found in references (a) and (f) and the form for the request is found at Appendix H.
- a. Thirty days before the desired display is the standard minimum time considered acceptable for routine request routing via HQMC and the aircraft scheduling office.
- b. Aircraft displays often prompt local reporters to seek permission for a brief ride for news coverage. These rides may be prearranged but will not be given without prior approval; requests for reporter rides should be submitted to scheduling, via MCRC, in the same manner as a local static display request.
- c. Requests should be sent by RSs to HQMC Public Affairs Community Relations Branch.
- d. If the aircraft static display is being requested by the RS, as in support of a career day, EAC event, etc., MPAs will have to insure there are special assets available in their area if the plane is to be landed off of a military installation; aircraft security, fuel, nearest air traffic control, and on-site crash crew/fire fighting equipment to be present at landing and departure will have to be coordinated and that information provided to the flight crew and scheduling office.
- e. The MPA should be prepared to coordinate any other requests the flight crew or schedulers may have, remembering that safety and security are the foremost considerations the crew has regarding its plane and Marines. Site criteria is a major consideration in off-base requests as well. Size of the landing area, overhead wires, clear spaces from trees and other tall buildings, as outlined in Ref. (a), must be reviewed before the request is processed and that information must be part of the initial request.

f. As with any other ceremonial appearance, the requester is required to provide billeting, messing and ground transportation for the Marines. Costs of air transportation itself is not charged back to the sponsor. If the RS is requesting the display to take part in a school career fair or similar event, the RS will have to fund those costs; groups that come to the RS to request the support should be made aware of those commitments and agree to them before beginning the request process.

4006. HARRIER DEMONSTRATION SCHEDULING

- 1. During January of each year, the MCRC PAO will forward a list of proposed DOD approved air shows for harrier demonstrations to the recruiting stations via the districts for input and concurrence/nonconcurrence.
- 2. Considerations in determining harrier demonstration site recommendations will include:
- Blue Angels, Thunderbirds and Golden Knights schedules in the same area;
 - Amount of time since last Harrier Demo in the same region;
 - Needs of recruiting support in specific areas.
- 3. MCRC public affairs will work on a "map-balancing" program to assure all areas of the country receive support on a rotating basis, similar to that utilized by the U.S. Marine Band in its annual tour schedule rotation.
- 4. Harrier static displays not on the demonstration schedule may be requested at any time using Appendix H.

CHAPTER 5

ANNUAL U. S. MARINE BAND TOUR

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CHAPTER 5

ANNUAL U. S. MARINE BAND TOUR

5000. <u>BACKGROUND</u>. The Marine Band has conducted an annual concert tour since 1891. The yearly trip has been interrupted only by the Spanish-American War and World Wars I and II. Prior to 1987, the tours were conducted at no expense to the government. Patrons had to pay an admission fee to see and hear the Marine Band in concert. The Marine Corps now underwrites tour expenses to allow concert attendees the opportunity to see "The President's Own" free of charge.

5001. ANNUAL TOUR COMMAND AND CONTROL

- 1. Marine Corps Recruiting Command (MCRC) controls and monitors the established Marine Band tour-related activities of local Marine Corps recruiters, in conjunction with Headquarters Marine Corps (PAB) and the Commander, Marine Forces Reserve, to accommodate and support local recruiting efforts and the Commandant's community outreach goals.
- 2. The Marine Band's annual tour is under the operational control of HQMC (PAB) and scheduled by a tour director who is the primary liaison with sponsoring organizations and arranges all details of the performances to include publicity.
- 3. As directed by HQMC (PAB), the Marine Band's Public Affairs Chief will coordinate all MPA tour-related activities through MCRC PA.

5002. MARINE CORPS RECRUITING COMMAND LIAISON ACTIVITY

- 1. Upon receipt of the band's annual tour schedule, MCRC contacts the appropriate recruiting stations, via the district public affairs offices, with the concert dates, sponsor information, seat availability to the recruiting station for each concert and a list of each concert at which a sponsor has authorized a Marine Corps information booth or table at the concert site.
- 2. The recruiting station provides a point of contact to MCRC via the district public affairs officer.

- a. The official recruiting station point of contact name and phone number is provided to the band's public affairs chief so that the tour director can identify authorized Marine contacts to the sponsor.
- b. Only the recruiting station point of contact should establish contact with the local sponsor.
- 3. Each recruiting station is to receive up to five percent of the total available seats at the performance; the designated recruiting station point of contact must contact the sponsor to request these tickets.
- a. The recruiting station POC will contact the sponsor immediately upon receipt of the tour schedule to make arrangements for the recruiting station to procure its share of each concert's tickets. The recruiting station POC will report weekly to the MCRC public affairs coordinator on progress of ticket pickup and sponsor contact.
- b. Use of the recruiting station tickets is strictly at the discretion of the recruiting station CO.
- c. It is suggested that the CO make use of these tickets with local influencers of the same caliber of those who would be invited to take part in the Educator's Workshop.
- 4. The recruiting station should provide an information booth at each concert where a booth or table is authorized. This booth does not have to be manned by a recruiter, but by a personable Marine who can share information about the Marine Corps with the concert attendees.
- 5. No overt recruiting efforts will take place at a Marine Band concert. The booth should be removed before the concert concludes.
- 6. Events such as static displays, fun runs, etc., around the time of the Marine Band concerts may be held to heighten awareness of the Marine Corps and enhance the Marine Corps' image. Publicity of these events must be for the event itself, not the concert.

5003. CONCERT SET UP AND RESPONSIBILITY

- 1. Concert publicity and public ticket distribution are contractual obligations of the sponsor of "The President's Own."
- a. The MPA at the recruiting station may be called upon, via MCRC public affairs to assist the sponsor with publicity or ticket distribution, using the MPA's established media connections; this will only occur in extreme cases and would be fully coordinated with the recruiting station on a non-interference basis by MCRC public affairs. The district headquarters will be back briefed by MCRC if MPA assistance has been requested and coordinated.
- b. In no case should the recruiting station undertake any publicity generation without authorization and guidance from MCRC PA.
- c. Any requests for such assistance directly from the sponsor to the MPA shall be reported to MCRC PA. We will assist the sponsor only at the request of the U. S. Marine Band.
- 2. Each MPA will be provided with "The President's Own" U. S. Marine Band fact sheets and information to assist them in providing on-the-spot information on the Band and its musicians.
- 3. All tour related media activities such as interviews, concert photography or filming and the like must be authorized by and coordinated with the Marine Band Public Affairs Chief. MPA on-site assistance with media must follow established Marine Band guidelines.
- 5004. <u>I&I TOUR COORDINATION</u>. The RS-designated point of contact will make liaison with the local Inspector & Instructor. The recruiting station will provide the I&I POC with Marine Band information to assist them in discussing the Band with their community contacts in the concert area. Additionally, recruiting stations will provide up to ten percent of the recruiting station share of the concert tickets to the I&I POC if requested.
- 5005. <u>AFTER ACTION.</u> An After Action Report of recruiting station activities relating to the concert will be addressed to HQMC (PAB), via Commanding General, MCRC, with a copy to the district headquarters, the business day following each performance.

CHAPTER 6

EXTERNAL INFORMATION

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CHAPTER 6

EXTERNAL INFORMATION

6000. <u>BACKGROUND</u>. Marine Corps external communication in the recruiting service is distinct in design and execution from the public information function performed by other commands because of the business or sales nature of the recruiter's mission. Publicity, defined as informative, non-advertising communication through news or feature-oriented media, is generated by public affairs Marines at the recruiting station and district levels.

6001. EXTERNAL INFORMATION DISSEMINATION

- 1. The MCRC PAO, district PAOs and MPAs disseminate information to news media and the public through news releases, news advisories, news conferences, media availability, editorial boards, interviews, background briefings, responses to query, media embarkations, speeches and the release of visual material, just as they would in any fleet public affairs office. Regardless of the form in which information is disseminated, basic public affairs guidelines apply.
- a. Information must be subjected to security and policy review prior to release by the appropriate level commanding officer.
- b. The subject matter proposed for release, the reach of the news medium in question, or the prominence of the speaking platform will determine the cognizant releasing authority.
- (1) Stories involving local recruiters, speech requests of recruiting station officers and incident information regarding the immediate local area are all under the cognizance of the recruiting station Commanding Officer.
- (2) Stories or items which may affect the district are under the cognizance of the district CO. Stories of a national or international nature are under the cognizance of the CG, MCRC. The CG, MCRC, may designate action on and support for stories at either command level at his discretion.
- (3) All requests for information intended for commercial use must be forwarded to CG, MCRC (P).

- 6002. <u>NEWS RELEASE FORMS</u>. The customary form used to disclose routine information, announce news and/or answer anticipated questions is the news release in the appropriate format.
- 1. Several primary releases which benefit recruiting include spot news stories and recruiting-specific stories about recruiters, enlistees and shippers, along with features about local recruit training graduates home on boot leave and serving as recruiter assistants. The forms at Appendix I may be used for routine distribution. They are designed for completion by the RS MPA to be distributed to local media by the MPA and/or the RSS NCOIC.
- 2. News advisories are provided to the media to let them know that an event of interest is about to happen. It advises them there is an opportunity to cover an event. General officer's visits, Educators Workshops, and other similar events are common topics for advisories. These advisories are not releases to the public, such as releases about upcoming ceremonial unit appearances, but for use by the media to plan their coverage of an event.
- 3. News conferences are typically conducted to present an issue of interest to numerous media and are conducted to discuss a topic of substantial interest. They may be, but are rarely used at the RS level; an RS closing might warrant a conference as would a crisis affecting an RS area.
- 4. A media availability is, simply, proactively making individuals of interest available to the media,
- 5. Interviews can be conducted by phone or in person and are often at the request of the media to support a specific story.
- 6. Background briefs are primarily one way presentations of facts and information to instigate or support a story. They are normally reserved for the highest levels of command.
- 7. Response to query is a documented answer to a specific question or series of questions.

6003. NAVY/MARINE CORPS NEWS

1. For the recruiting service, Navy/Marine Corps News (N/MCN)has several potential external uses which can benefit the recruiting service. N/MCN is a weekly, 30-minute internal information

program produced by the Naval Chief of Information (CHINFO) at the Naval Media Center, Washington, D.C. The primary goal of the program is to provide information to Marines, Sailors and their families about Navy and Marine Corps issues and events. The program is distributed to all ship and shore commands via the mail and to overseas audiences via the Armed Forces Radio and Television Service (AFRTS) through the Satellite Network (SATNET). To help support external information objectives, the program is made available to civilian television stations and cable companies for airing. To help boost Marine Corps internal interest in the program, the weekly run sheet is distributed by HQMC PA through the weekly Marine Corps News message and e-mail. MPAs can use these tools to help enhance local media programs and local pool programs.

- 2. Stories for the show come from a variety of sources. AFRTS detachments world-wide provide finished story packages to the show producers. Sailors assigned to Fleet Support Detachments at Norfolk, San Diego, Pearl Harbor, and Yokosuka are tasked with producing stories in their assigned areas. A staff of 30 Marines and sailors at NMC cover stories both in Washington and around the world. To assist the special needs of Marine commands seeking coverage, a Marine officer and two enlisted Marines are assigned to the program. Coverage of stories in each RS area may be sought by calling the Marine Corps liaison at the program. Before calling or attempting to set up story coverage, the MPA should rely on basic Electronic Newsgathering training to make a decision if the story being pitched has Marine Corps-wide implication. Questions should be referred to the Marine Liaison at (202)433-6255.
- 3. The external availability of the program may enhance media relations and PSA coverage in the RS's area. Many small stations and cable companies seek out quality programming to fill their schedules. Most Marine Corps products may not be used for commercial airing due to copyright protections of the music used in their productions; they may be of limited interest as well. N/MC News can fill a void for the stations with a high-quality 30-minute packaged weekly program, of potential interest to a large segment of their local audience, delivered in any format the station requests at no charge; each station's only commitment is to return the tapes using the postage paid sticker enclosed with each program.
- a. The MPA may use a sample tape as a sales tool and assist the station in ordering the program. Once the station is added, the mailout is automatic until the station elects to discontinue

its use. In addition to the external release value, Marine Corps recruiting PSAs are included in the show's spot rotation and appear regularly. A list of all stations throughout the country which are currently receiving the program is distributed to each RS annually. It may be helpful for the MPA to pay a courtesy call on these stations to become acquainted with the station.

- b. In addition to local stations, the program may also be of interest to college and high school closed-circuit television stations. If there is no local outlet in the RSs immediate area, the RS may wish to be added to the distribution list for use as an internal information and sales tool.
- 4. The RS pool coordinator and RSS NCOICs should be advised of the program and its local availability. Internal information to poolees and their families can have a tremendous impact on lowering pool attrition rates and may help turn supportive parents into positive proof sources for recruiters.
- a. Using the weekly MC News run sheet and finding out when stations in the RS area air the program, stories of interest, if not the entire program, can be video taped to show poolees and their families. The schedule of airings of the program in each RS area should be included in the RS and poolee newsletters. NCOICs should be advised to let poolees and their parents know when the program airs to let them see a little of the Marine Corps before and after shipping.
- b. It is important that recruiters be aware of any local airing schedule for the program with the possibility that someone in the local community may mention having seen a piece "on TV last night." Recruiters should be aware of news events in the Corps in all media facets.

6004. MEDIA RELATIONS

1. Successful media relations at the RS are the result of a proactive media visit program. Semiannual media visits are recommended to develop the relationships which will be key to an MPA's success both with the media and within their own RS. Public affairs success with the media is illustrated when the MPA is the Marine they call whenever any questions concerning the Marines arise. Public affairs success within the RS comes when the MPA is able to increase the overall public awareness within their recruiting area. Getting Marines in the media in a positive way, obtaining additional PSA time, or securing EAC

events which bring recruiters in contact with their target market are examples of increasing awareness. The MPA's attitude and the relationships they cultivate with their media will drive success or sink their program.

6005. MEDIA VISITS

- 1. What is the objective of the media visit? Each visit has five goals:
 - a. Make contacts and develop relationships;
 - b. Establish or re-affirm media requirements;
 - c. Get RS Marines and poolees in the news;
 - d. Increase PSA usage;
- e. Find out what the station is involved with within the community to see if you can participate.

An MPA may not accomplish all five in a single visit, however, he or she should be back in six months to try again.

- 2. Marines deploy with the right equipment to accomplish a mission. The same truth applies when making media visits. MPAs should always take a good supply of their business cards and the best photographs, articles, tapes and story ideas about Marines in the RS. They should include the most recent PSA in every format available and a sampling of recruiter support material. If the news director, editor, public service director or other contact has been extremely helpful, take along some sort of award to show the RS's appreciation.
- 3. Appointments should be confirmed the day before arrive early. Whenever possible, try to schedule an appointment with several contacts during the same visit at different times. MPAs should introduce themselves and give a business card if conducting a first time visit, explaining the purpose of the visit and trying to close on each of the five objectives. Discuss getting the RS Marines and poolees in the news with the news director or editor, increasing PSA with the PSA director or ad markup department head, and finding EAC or community relations opportunities with the publicity director or community news/events editor. Discuss story ideas and provide good examples. Ask PSA and ad markup directors if they've seen the

latest Marine PSAs and, if not, ask to show them. Discuss the merits of Marine PSAs and try to obtain more air time or print space. Ask what the station or newspaper is doing over the next six months within the community with the publicity director. Ask to tour the station or news room. End the appointment by setting up a good time to return in about six months to discuss further possibilities. Leave them with the appropriate recruiter support material. Appendix J should be used to prepare for each visit.

6006. PUBLIC AFFAIRS GUIDANCE

- 1. Public Affairs Guidance (PAG) is an analysis of a current event or incident that may draw inquiries from the media or public to be answered by your command. PAG offers the facts of the incident or decision, an analysis of public reaction the command might expect. The guidance also contains the expected nature of the queries with realistic questions and answers that may be expected.
- 2. The MCRC PAO, district PAOs and MPAs should prepare PAG whenever an event occurs which could create media interest. This might be in response to a local incident. It might also be in anticipation of local media seeking a local angle to a national story, such as how a new drug policy will affect local recruiting efforts. Interest of the community might be heightened if a national story about GSA cutting office rental spaces is released, raising apprehension that local property could be affected.
- 3. Although it may vary in specifics from the example at Appendix K, all Marine Corps PAG contains the following basic elements.
- a. Description of the event or incident. This description or opening statement expresses why the PAG is being generated. This may be the description of a particular incident or the fact that a number of queries regarding a similar topic have been received in close succession. Probing of reporters by the MPA may result in discovery of a specific agenda in the cast of multiple, similar queries. A local incident involving a recruiter or RS command group member or the RS itself will generally prompt local interest. Sudden changes in the RS's status in the community may generate a need for PAG. Typical "changes" may include passage of a law limiting recruiter access to lists or high schools, the implementation of a new national

recruiting policy, a recruit training accident in which a large number of recruits from the local area are involved.

- b. <u>Analysis</u>. The public affairs office at each command level must use public affairs experience to give the CG or CO an analysis and judgment as to what the public's reaction may be to the incident or event which has occurred. Address such things as:
 - (1) Hostility
 - (2) Indifference or general interest;
- (3) Immediate news or long duration coverage; Are there follow up events to come or have recently occurred which could heighten interest in what would have normally been a little-noted individual event? It is also wise to include expected type of media coverage.
- c. <u>Opening Statement</u>. The PAG should have an opening statement. A typical statement will briefly describe the incident or event and its anticipated impact. If an investigation is ongoing, that information should be conveyed in the statement. The statement should be non editorial.
- d. <u>Questions and Answers</u>. To help the Command Group or recruiters be prepared to respond to possible queries, a list of expected questions and answers should be prepared by the MPA. It is essential to include questions about all details which can be answered, as well as questions that cannot be answered in the case of an ongoing investigation. This is not meant to limit the media or public, but, to prepare the interview subject. This list can also spur the MPA to complete additional research before queries arise, limiting the amount of time it will take to give the media or public all of the facts they seek.

4. TIMELINESS OF PREPARATION

a. PAG preparation should begin as soon as possible after the PA representative is made aware of an incident. When an MPA briefs the district PAO on an event, the prepared PAG will save the MPA and PAO a great deal of time in getting word to the district CO of how well the incident is being handled and if the PAG is adequate. This will also help if a determination is being made if queries regarding an incident will be forwarded to district or MCRC level for response.

b. In most instances, however, stories of national interest will be brought to the RS level by local media to have a local angle and impact response and PAG should be developed as soon as the MPA learns of the story or event.

6007. RESPONSE TO OUERY ONLY

- 1. When a negative news story explodes, public affairs must provide an immediate means of unified response to various levels within the MCRC. This is when a Response to Query (RTQ) is developed. The RTQ will be held and only used as a reference to address media queries if they are received from the media.
- 2. The RTQ contains the releasable facts concerning the situation and command messages, and will be used as guide in answering queries by the public affairs representative, CO or CG.
- 3. The RTQ should not be FAXed or released to the media, but, should be used as a talking paper.
- a. Every RTQ contains a list of questions and answers pertaining to the facts released, similar to those in Appendix K. RTQ preparers must put themselves in the reporters shoes and ask the "hard" questions. There is nothing worse than a set of Q&As that only answer the "easy" questions.
- b. All questions asked should be answered on the spot if the information is available. If information requires research, the reporter should be given a time when the answer will be provided. Information may not be withheld for any reason other than national security or Privacy Act/Freedom of Information Act concerns, per reference (i), or, if the answer would compromise an ongoing investigation. Any answers which fall into those categories should be recorded on a Memorandum for the Record. Even those questions to which the answers would cause embarrassment to the command must be answered as fully as possible. Full instructions on disclosure of information are found in reference (i).

CHAPTER 7

INTERNAL INFORMATION

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CHAPTER 7

INTERNAL INFORMATION

7000. <u>PURPOSE</u>. The purpose of internal information programs is to advise the internal audience of command information and help maintain morale. This is most often accomplished through internal newsletters and publications, prepared following guidelines in references (g) and (h). While internal publications are intended for a specific audience, publishers should be aware that the magazines may, in fact, be viewed by the public and should exercise due consideration of the shadow audience.

7001. <u>METHODS OF PUBLISHING</u>. The RS CO's desires, funding availability and equipment will dictate how many and what types of publication each RS produces. The minimum suggestion at each RS is a poolee publication. If a second publication for the RS is not possible, MPAs can produce a simple newsletter. Stories of greater depth of the RSs Marines can be forwarded to the District publication for consideration. References (g) and (h) specify how formal printing outside the RS can be accomplished using RS funds.

7002. <u>RECRUITING STATION NEWSLETTER</u>. Each type of newsletter should be published separately to appeal and serve the needs of its unique target audience. "All-purpose" newsletters are not recommended and rarely will meet the needs of the diverse audiences within a recruiting station. RS newsletters or publications are primarily designed to meet the internal information needs of recruiters, both single and married, and their families. Suggested topics include:

Welcome Aboards
Promotions

Awards

Recruiter Statistics

Message from the CO
Recruiting Goals for the coming month/quarter
Training tip from the RI
Tips from the Log Chief
Tips from the Admin Chief
Tip from the MPA
ALMAR updates
Scheduled ComRel events
Navy/Marine Corps News highlights

Successful recruiter feature
Key Volunteer update
Personals such as births, marriages, school completions

7003. <u>POOLEE NEWSLETTERS</u>. Poolee Newsletters are mission enhancing publications. Subjects for a poolee letter should be coordinated with the RS Pool Coordinator and the Sergeant Major. The aim of the poolee publication is not informational or internal morale building, but, to keep poolees in touch with the RS and assist in their preparation for recruit training. That type of publication may include:

Comments from the Sergeant Major Required EST subjects New joins Shippers

Comments from recent graduates home on Boot Camp leave or Recruiter Assistance programs

Pool function calendars
Family Night calendars
Coverage of pool functions and family nights
Incentive award programs and updates
Pool promotions
Key senior enlistments/roster
ComRel events schedule
Navy/Marine Corps News program highlights

7004. <u>DISTRICT PUBLICATIONS</u>. Districts may publish internal information magazines or newsletters at the discretion of the district commanding officer per the provisions of references (f) and (g).

7005. MCRC PUBLICATIONS. MCRC (PA) publishes a recruiting service magazine and a monthly newsletter. In addition, MCRC (PA) regularly writes and distributes releases of recruiting service-wide interest, to be used in district and RS publications to assist the internal information objectives of all levels of MCRC.

CHAPTER 8

COMMUNITY RELATIONS

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CHAPTER 8

COMMUNITY RELATIONS

8000. <u>BACKGROUND</u>. Community relations in the recruiting environment is an extremely useful tool which can help insure the success of the recruiting mission. The premises of RS and District level ComRel efforts have little difference than at a base or station. On recruiting duty, the recruiters are often the local community's only link with the Marine Corps; any Marine Corps publicity worldwide, good or bad, will often be reflected in the treatment recruiters receive in the towns they are assigned to work. An effective ComRel program can also help the recruiter gain access to schools, have influential members of the community speaking highly of the Marine Corps as a positive career consideration for the area's young people and create a more pleasant community environment for the recruiters.

8001. <u>SETTING UP THE RECRUITING STATION COMMUNITY RELATIONS</u> PROGRAM.

- 1. The MPA must identify the community relations requirements related to mission.
 - a. Become familiar with the mission and organization of the command.
- b. Identify possible sources of problems or obstructions to effective community relations. Common problem areas may include reckless driving, labor relations, disorderly behavior, or seeming disregard for the health and welfare of local citizens. Overlooking these potential areas could result in unfavorable publicity, possible congressional action, antimilitary demonstrations, and a hostile relationship with the community.
- 2. The positive community relations of the RS requires the interest and support of the commanding officer.
- a. The MPA should seek to build an early positive relationship with the commanding officer.
- b. If the commanding officer does not voluntarily reveal his or her community relations plans and outlook, the MPA should, on initiative, survey the needs of the command and prepare recommendations for a ComRel program.

3. The ComRel plan should bear in mind the needs of the command within the community, such as, but not limited to, education, religious activities, recreation, cultural activities, spousal jobs, etc.

8002. THE COMMUNITY POWER STRUCTURE

- 1. The community power structure is usually broken into two groups, those with formal power and those with informal power.
- a. The formal power structure is made up of elected or appointed officials those who supervise and execute the will of the community through the official machinery of government. These people are referred to as Decision Makers.
- b. The informal power structure is made up of two groups of individuals the Influentials and the Opinion Leaders.
- (1) Influentials give advice to decision makers but make few actual decisions themselves. Their power is subtle, but they may be identified by reputation. Influential lawyers, businessmen and other civic leaders would be among this group.
- (2) Opinion leaders are found throughout all levels of the community and exert less influence and power than members of the other two groups. Often they are ministers, labor officials, organization leaders, or others who exert some influence over others. Opinion leaders' influence is most often issue-related.
- 2. A good method to begin identifying the community power structure is through a media content analysis. Select one or two long-running issues within a community. Review all media coverage of those issues focusing on the individuals involved. As new issues develop, note the opinion leaders who step to the forefront and add them to your list of community leaders.

8003. COMMUNITY OPINION OF THE MILITARY.

1. It is imperative to determine what the community knows and thinks about the Marine Corps, how its information about the Corps is received, and how public opinion about the command and its personnel is formed.

- 2. Although there is no substitute for a professionally constructed and conducted attitude survey, the following steps may prove useful in getting the information; plus they're cheap:
- a. Published materials about surveys already completed. Many periodicals, government agencies, companies, etc., conduct periodic surveys and the results of those surveys may help you.
- b. Interview the command group and NCOICs, as well as Marines in leadership positions who come in frequent contact, both officially and unofficially, with key members of the community.
- c. Don't forget the grapevine. Attend staff meetings, community forums, and other similar gatherings.

8004. COMMUNITY SURVEY AND ANALYSIS

- 1. Gather and file basic information about the community into a community relations file. This should contain as up-to-date info as possible on:
 - a. local channels of communication.
- b. organizations (civic, economic, social, educational, religious, etc.).
 - c. local customs, traditions and mores.
- d. detailed facts about geography, population, demographic makeup, manpower labor market rating, source of labor supply, classification of workers, unemployment, skill shortages, wage scales, etc.
- e. industrial capacity including facilities suited or adaptable for defense production, vacant factory space.
- f. housing and local regulating, number of units, units contemplated, permits issued, adequacy of housing;
- g. facilities and services such as utilities, transportation, schools, hospitals, doctors and dentists, form of government, cost of living index, mass media.
- h. limit the scope of the survey to that area in which the command has a social or economic impact.

- 2. Once you have gathered your information it is time to make a community analysis. At first it may seem you just have a set of cold facts, but a thorough analysis of those facts will come together like pieces in a jigsaw puzzle to form a complete picture of your community.
- 3. As you determine the significance of the information you have gathered you will develop more and more insight into the true community, its needs and mutual interests with the Recruiting Station and identifying possible opportunities for favorable ComRel projects.
- a. Survey and analysis is a constant effort and is fundamental to maintaining a sound community relations program.
- b. The local Chamber of Commerce can provide guidance and assistance, plus brochures, maps, fact sheets and other useful information.

8005. COMMUNITY ORGANIZATIONS

- 1. The ComRel planner should gather facts about the voluntary organizations in the community.
- 2. Identify their objectives, leaders, membership, current projects and areas of mutual interest.
- 3. These organizations are a major outlet for speakers bureau engagements.

8006. CUSTOMS, TRADITIONS AND CULTURE

- 1. You must be aware of local differences before you plan any activity involving the community.
- 2. Determine the community's acceptance of newcomers.
- 3. Gather information on local holidays, taboos, peculiarities of local dress, social activity (particularly the various levels of society), and interest in education, libraries, museums, art and music.

8007. MUTUAL PROBLEMS AND INTERESTS

- 1. The textbook Effective Public Relations suggests that before the community (or its leaders) can be motivated to act, there must be an understanding of mutual interests.
- 2. Opportunities for mutual interests between a military organization and its surrounding community include - commercial property, support of religion, full employment, adequate schools, law and order, area growth and development, adequate/low cost housing and utilities, varied recreational and cultural opportunities, individual and public welfare, health and sanitation.

8008. PAST AND PRESENT COMREL ACTIVITIES

- 1. Most PAOs inherit a ComRel Program.
- 2. The local stereotype of the organization can depend greatly on previous ComRel programs.
- 3. It is important to determine the current status of ComRel programs and attempt to evaluate ComRel efforts.
- In addition to the info gathered in the community survey, informal discussions with local newspersons or chamber of commerce officials can reveal a great deal about previous programs and lessons learned.

8009. PLANNING

- 1. Begin with a draft of the proposed ComRel program.
 - a. Include a tentative schedule of projects and activities.
- b. Include contain a statement of policy and general philosophy, using quidelines from the commanding officer or higher authority.
 - c. Spell out specific delegations of authority for ComRel activities.
- d. With respect to each objective spelled out in the program, the following questions should be considered:

- (1) Which publics are involved?
- (2) What guidelines and directives must be complied with?
- (3) What projects or activities can contribute to the attainment of the goal?

8010. COMMUNICATION

- 1. There are two elements of communication to an effective ComRel program internal and external.
- 2. Internal communication is important to gain command-wide support for the program.
- 3. Following draft, the plan should be fully coordinated within the RS.
- 4. Following review by the executive officer, the command group must be given the opportunity to review the plan to insure their areas within the plan are feasible.
- 5. Only after this review should the plan be presented to the commanding officer.
- 6. After adoption by the commanding officer, all RS Marines should be made aware of the plan and its provisions. Provisions should be made to inform the community about the command's mission and achievements, its personnel needs, career opportunities, notable achievements, significant changes in personnel and safety.
- 7. The PA staff should be aware of the right channels to communicate info if the community survey and analysis were adequate.

8011. EVALUATION.

- 1. The final step of an effective ComRel program is the evaluation of results and the effectiveness of techniques used:
 - a. How did it go?
- b. Would it have been better it something else had been tried?

- 2. A narrative for the command history about ComRel activity might be useful.
- 3. This analysis provides the commanding officer's staff the opportunity to analyze PA efforts and determine lessons learned for future projects.

CHAPTER 9

AWARDS PROGRAMS

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CHAPTER 9

AWARDS PROGRAMS

9000. <u>PURPOSE</u>. The Marine Corps awards program provides the Marine Corps the opportunity to gain additional favorable exposure among school officials, students, and parents in support of the Recruiting Station High School Program. The objective of the high school awards program is to create opportunities for recruiter entry into local schools to recognize musical, scholastic, and athletic achievement through solicitation and presentation of award certificates. Community relations programs such as the Eagle Scout and Gold Awards offer Boy and Girl Scout Councils with an additional means for recognition of those scouts attaining the rank of Eagle Scout and 1st Class Scout.

9001. PROGRAM DESCRIPTIONS.

- 1. The Distinguished Athlete Award Program is designed to recognize high school varsity athletes who display courage, poise, self-confidence, and leadership. It is also designed to recognize those exemplary young citizens who are role models for other students. Award recipients are not necessarily the "best" athletes, but may be those who were most inspirational or showed the greatest determination.
- 2. The Scholastic Excellence Award Program is designed to recognize distinguished high school students for academic achievement and leadership as a high school scholar. Candidates should be exemplary young citizens and role models for other students. Award recipients are not necessarily the "best" students, but may be those who are most inspirational or showed the greatest determination in pursuit of their studies.
- 3. The Semper Fidelis Award for Musical Excellence supports Marine Corps recruiting efforts through awareness and high school access provided by formally recognizing student musical achievement. This program is sponsored by the United States Marines Youth Foundation, Inc. (USMYF) with coordination, distribution, and award presentation provided by the recruiting service.
- 4. The Eagle Scout Recognition Award is presented to all Boy Scouts who have attained that honored rank. The award is requested by the troop leader once the requirements for the award

have been attained by the Boy Scout who is being honored. The Gold Award is made to each Girl Scout who attains 1st Class Scout.

9002. <u>FUNCTIONAL RESPONSIBILITY FOR DISTINGUISHED ATHLETE, SCHOLASTIC EXCELLENCE AND SEMPER FIDELIS AWARDS</u>

1. Marine Corps Recruiting Command (M)

a. MCRC is responsible for ensuring that Distinguished Athlete, and Scholastic Excellence Award certificates, are updated and in the Marine Corps supply. Forms may be ordered by each RS through CMC (AR), 2 Navy Annex, Washington, D.C. 20380. They are:

Scholastic Excellence Award - NAVMC Form 11211 Stock # 0109 LF 065 9100 \$2.25/pkg. 25 forms/pkg.

Distinguished Athlete Award - NAVMC Form 11214 Stock # 0109 LF 065 9400 \$2.25/pkg/ 25 forms/pkg.

Eagle Scout Certificate - NAVMC Form 11215 Stock # 0109 LF 065 9500 \$2.25/pkg. 25 forms/pkg.

Girl Scout Gold Award - NAVMC Form 11333 Stock # 0109 LF 066 7900 \$2.00/pkg. 25 forms/pkg.

- b. Provide each District with timely information, resources and materials to adequately conduct the certificate programs.
- c. Maintain historical usage data on each program and determine individual program benefits to the Marine Corps.
- d. Maintain current information and points of contact for the national coordination of certificate programs.
- e. Annually update and distribute information on the conduct of each certificate program.
- f. Forward requests for awards received at MCRC to the appropriate $\ensuremath{\mathtt{RS}}\xspace$.

2. <u>District Commanding Officers</u>

a. District Commanding Officers will ensure that an action officer is assigned to administer the RS awards programs,

providing rank, name and contact number of the coordinator to MCRC (M).

- (1) The coordinator will order all necessary certificates in support of recruiting stations.
- (2) District coordinators will ensure that Semper Fidelis Awards for Musical Excellence forms to support recruiting stations are on hand by ordering them from the United States Marines Youth Foundation, Inc.
- b. Forward requests for awards received at the District to the appropriate RS.

3. Recruiting stations (MPA)

- a. MPAs are responsible for reproducing nominating packages Appendix L to high school athletic directors, band directors and guidance counselors for recruiter delivery during Initial Visits. During the spring of each years, MPAs will reproduce nomination for recruiter delivery during Initial Visits. During the spring of each years, MPAs will reproduce nomination forms for recruiter delivery to each school. Per ref. (b), recruiters are responsible for providing nomination forms to their high schools and making presentation of each award.
- b. Each RS prints its respective RS address and telephone number on their letters for return to the RS when requesting award certificates.
- c. MPAs should order award forms from the district action officer to provide one Distinguished Athlete and one Scholastic Excellence Award per school and one Semper Fi Award per school with a band.
- d. Recruiting station MPAs provide the award certificate (with the student's name inserted, if necessary) and the original nomination form to the appropriate RSS NCOIC for personal presentation by the school's recruiter at an appropriate ceremony. MPAs should prepare local award releases Appendix I and distribute them to local news media following awards ceremonies.

9003. <u>FUNCTIONAL RESPONSIBILITY FOR THE EAGLE SCOUT AND GOLD</u> AWARDS

1. Distribution of information to the Boy and Girl Scout Councils about the availability of awards and preparation of

Eagle Scout and Gold Award forms are administrative functions of MCRC (M).

2. Each year, an invitation to honor Eagle Scouts and First Class Girl Scouts with the Marine Corps award certificates will be sent by the Commanding General, MCRC, to the national headquarters of each organization. Each local scout council should forward requests for certificates for presentation to RSs, Districts and MCRC (M) in writing. Upon receipt, the congratulations, Appendix M, and returned to the requester for presentation at an appropriate ceremony.

CHAPTER 10

EDUCATOR WORKSHOP

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CHAPTER 10

EDUCATOR WORKSHOP

10000. <u>BACKGROUND</u>. The Educator Workshop Program was established to enable selected educators to gain firsthand knowledge of Marine Corps recruit training, job skills and opportunities, and educational benefits available to Marines. The program is specifically designed to impress upon educators the continuing need to recruit highly qualified, motivated young men and women. Provisions for Educator Workshops are listed in reference (a).

10001. MARINE CORPS RECRUIT DEPOT EASTERN OR WESTERN REGION

- 1. The Marine Corps Recruit Depot/Eastern or Western Recruiting Region will provide the following support for each Educator Workshop:
 - a. Provide a list of graduation dates to each District by 15 June.
- b. Once all visit dates have been received from each district in the region, a final list of workshop dates will be completed by the Marine Corps Recruiting Command and forwarded to the regions and districts.
 - c. Ensure that an itinerary is prepared for each visit.
- d. Ensure that all logistical support is in place to support each visit.
- e. Ensure that each visitor receives a Certificate of Completion, Appendix N, and Letter of Class Credits, Appendix O, prior to departing recruit depot.
 - f. Ensure that a welcome aboard package is prepared for each visitor.
- g. Forward District After Action reports to MCRC for action as shown at Appendix P.

10002. <u>DISTRICT COMMANDING OFFICER</u>.

- 1. Reference (a) designates the districts as the sponsoring command. The Public Affairs Officer is the cognizant staff officer assigned to coordinate and supervise the Educator Workshop Program. The sponsors duties include:
- a. Contact each RS for primary and secondary dates to conduct the visit and consolidate the requests during July of the preceding fiscal year. Decisions concerning conflicting dates will be coordinated by MCRD, the district and the RS. The final district list will be forwarded to the respective depot.
- b. Submit airlift requests using Appendix Q to ASM-41 via FAX for each visit at least 30 days in advance of the scheduled visit. An information copy should be forwarded to the RSs on each trip, the depot and the MCRC.
- c. Coordinate the submission of guest rosters with the RS and forward a copy of each roster to the contracted hotel and depot. The district should review the rosters and biographical sheets to ensure that all guest criteria is met, as established in paragraph 1005, or approved by the district CO. The final guest roster should arrive at depots no later than 48 hours prior to departure. Final adjustments to the roster can be formalized on the day of arrival. Attendee and Hotel Rosters are found at Appendices R and S and on the MPA Course disk. Districts are to ensure that the format for submitting rosters are followed by each RS.
- d. Maintain close liaison with the RSs to ensure the seats on the government aircraft are filled. If one RS is having trouble filling seats, those extra seats should be offered to the RS sharing the visit.
- e. Brief each RS command group on the conduct and importance of the Educator Workshop Program.
 - f. Endorse and forward RS After Action Reports to the depot.
- 10003. <u>RECRUITING STATION COMMANDING OFFICERS</u>. RS COs are the primary beneficiaries of the benefits of a successful Educator Workshop. This is the COs time to bring the primary influencers of young people in the community in direct contact with the Marine Corps for the first time in their lives. As in all other facets of public affairs, the recruiters and RS CO are the

Marines whom the public remembers, blames and praises in the local community and will be remembered for either a successful or a failed visit.

- The RS CO has the primary responsibility to bring the educators and media in the area to the recruit depots. The RS COs responsibilities in the workshop include:
- a. Issue invitations in the name of the Commandant of the Marine Corps to prospective educators using Appendix T, following the criteria in paragraph 1005.
- (1) Ask for referrals in the event an intended visitor cannot attend.
- (2) Include the Visitor Response Form, Appendix U, in the initial invitation envelope, as well as a self-addressed envelope. This form is used by the invitee to accept or decline the RSs invitation.
- b. As invitation acceptances are received forward a Liability Waiver Form, Appendix V, Biographical Questionnaire, Appendix W, a Next of Kin Record, Appendix X, and a Tentative Schedule, Appendix Y, to each guest, along with a self-addressed pre-metered envelope to help insure the return of all required forms.
- Within three weeks of the visit, a Letter of Instruction, Appendix Z, should be sent to the visitors, containing such information as where the visitors will be staying, where to meet the aircraft or where they will be picked up. The letter should also remind the visitors that they are only allowed 40 pounds for luggage.
- d. Make every attempt to contact each visitor 24 hours prior to departure to reconfirm participation and answer any last minute questions.
- e. Forward the final quest and hotel rosters to the district public affairs office at least 72 hours prior to departure. This final guest list will ensure maximum use of available aircraft seats.
- f. As often as practical, RSs are encouraged to offer promotional items to the visitors such as ball caps and water bottles. should not be given out until the plane lands after the visit, unless both RSs on the plane are offering

the same items. If the RSs are bringing different items, those items should not be given out until the conclusion of the trip.

- g. Because the workshops are funded, the RS should make every effort to utilize recruiters for picking up visitors and delivering them to the point of departure and returning them to their homes upon the trip's completion.
- h. The RS will ensure that each visitor is provided with a name tag. If the RS is sharing a visit, coordination between the two RSs will ensure the visitors have the same type of name tag. The visitors will be asked to wear name tags throughout the visit.
- i. RS personnel should brief all visitors prior to departure. Visitors should be informed of the similarities between government aircraft and civilian airlines. All guests should be welcomed aboard and any questions they may have answered.
- j. The MPA will prepare a flight manifest (2 copies) for each pick up point. Additionally, the MPA will have a complete Next of Kin Record using Appendix X for all visitors and Marines prepared for the aircraft manifest. A copy of the forms should be kept at the RS in the event of an accident.
- 2. At the conclusion of the visit, the MPA will ensure each visitor fills out the critique sheet at Appendix AA. The MPA will complete the After Action Report at Appendix P, using the guest critique sheets as enclosures. All AA reports are to the Region CG via the district PAO with a copy directly to MCRC PA.
- 10004. <u>GUEST SELECTION CRITERIA</u>. The Educator Workshop program is designed for influencers who have no Marine Corps background or experience. Since the Educator Workshop is fully funded, it is imperative that the recruiting station select guests that would best benefit the recruiting mission. The focus of the program is to educate those in positions of influence about the opportunities available in the Marine Corps.
- 1. Primary guests for consideration on the visit are educators. The visit experience will enable them to gain firsthand knowledge of Marine Crops recruit training, job skills and opportunities and educational benefits available to today's youth. They are the influencers in direct contact with our target recruiting market who are not former Marines. Among them, invite:

- a. high school career counselors
- b. high school academic counselors
- c. high school teachers
- d. high school principals
- e. community college educators
- f. school board members
- 2. Secondary quests to be considered are local media. It is highly recommended that the media be invited, however, the number should be limited to include only one from each medium and target market.
- 3. A waiver may be requested by the RS CO through the district CO for any person who is not covered in the categories listed above. Repeat visitors must have a CG, MCRC waiver to attend. The Educator Workshop is not to be an award for someone who is supportive of the recruiting mission, i.e. law enforcement personnel, business leaders, etc., nor is it a reunion avenue for local military support organizations or former Marines.
- 10005. SPECIAL REQUESTS. It is the mission of the MCRC PAO to offer each RS a visit that will not only meet the needs of the RS but will assist with overall accomplishment of the recruiting mission. As part of the standard package for each visit, an itinerary for both the educators and the media has been developed. In order to accommodate each district and RS, it's understood that there are times when the schedule has to be modified. If a schedule needs to be changed, the guidelines listed below will be followed in order to ensure a smooth and successful visit.
- 1. Having local media on the Educator Workshop, both print and broadcast, is a great way to tell the Marine Corps story. If a RS wants to request something out of the ordinary such as helo flights or hands-on training, a written request must be submitted to the MCRD Public Affairs Office via the district headquarters at least 30 days prior to the scheduled visit; late requests will not be processed. If a RS thinks they may have media attending, but have not received confirmation, they should submit the request. It's easier to cancel an event then to create one.

- 10006. <u>ESCORTS' RESPONSIBILITIES</u>. The responsibility of each visit to MCRD is diversified. It takes a team effort from MCRD, the districts and the recruiting stations to make the Educator Workshop Program work.
- 1. The Depots will ensure that there are escorts assigned to each Educator Workshop. The following escorts will accompany each visit:
- a. The Region CG will assign a field grade officer to act as the command representative for each visit. The command representative is the senior Marine on the visit and will act on the CG's behalf on matters pertaining to the visit.
- b. The Recruit Training Regiment will assign two drill instructor escorts for each visit. The DI's will stay with the group throughout each day of the visit and will make themselves available to answer questions concerning recruit training. Each DI will be given an MCRD Brief Sheet from which they can talk about significant aspects of the recruit depot. The DI escorts will meet the group on the day they are at Receiving.
- 2. The district CO will provide one Marine from the district public affairs office to act as the representative from that district. The district representative will act on behalf of the CO on all matters pertaining to the visit. The district representative will be responsible for ensuring the accommodations at the hotel are ready for the visitors, that all the hotel and MCRD rosters are submitted and that aircraft arrival and departure information is available to all concerned parties. If meals are contracted, district personnel will coordinate.
- 3. Each RS should provide escorts at the rate of one Marine for every 10 guests. The RS escorts should remember that being on the visit constitutes their appointed place of duty. All escorts will remain with the visitors throughout each day of the visit and make themselves available to answer questions that may arise during the visit. Although it's encouraged that each escort enjoy the Educator Workshop, it is the responsibility of each individual to conduct him/herself in a professional manner at all times.

10007. <u>UNIFORM REQUIREMENTS</u>

1. The district representative and RS escorts are directed to wear the prescribed uniform of the day for recruiting duty, Blue Dress C or D, and adhere to the seasonal guidelines as set by MCRD. The uniform will be worn at all times while in an official capacity with the Educator Workshop group.

CHAPTER 11

LUNCHEON AND MEETING PROGRAMS

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CHAPTER 11

LUNCHEON AND MEETING PROGRAMS

- 11000. <u>PURPOSE</u>. Recruiting presents many challenges to a recruiter and the command group in reaching out to the influential members of the community as well as those individuals who are influential in the lives of young men and women who might be recruited. There are times when the Commanding Officer seeks a venue to meet with those influencers in a group setting. Additionally, the Commandant of the Marine Corps has determined it is vital to keep our Marine Corps family up to date on the Marine Corps and assure them of their importance to our Corps. Different programs have been designed to accomplish these goals at the Recruiting Station and District levels without disrupting operational funds.
- 11001. <u>CENTER OF INFLUENCE (COI) FUNCTIONS</u>. Reference (j) outlines the COI program and lists specific permissions and prohibitions on use of COI funds. An MPAs imagination can provide ideas for acceptable uses of this opportunity. For instance:
- a. Screening of new advertising spots and to introduce new campaigns to public service directors provide COI event opportunities.
- b. Information meeting with area high school band directors. An informational luncheon with handouts in conjunction with a visit from a Marine standard band can help spur interest in band directors pointing their students toward the Marine Corps as a career path for musicians. Additionally, these events have been helpful in giving directors specifics of the MEOP requirements and musical training requirements we have for their students.
- 11002. RETIRED MARINE LUNCHEON PROGRAM. Reference (k) fully discusses the background of the program. These are considered Internal Information events, designed to keep retired Marines informed about their Corps. A successful luncheon offers NCOICs the opportunity to meet potential influential contacts in their areas one-on-one. The luncheons will may also renew interest in current Marine Corps affairs in the retirees, encouraging them to become involved in assisting local recruiting efforts.

- a. The majority of Retired Marine Luncheons are hosted by Marine Corps commands using installation facilities. Recruiting District Commanding Officers are also designated as sponsors in the enclosure; this detail will often be delegated to the RSs through the district. In areas where the RS is located in the same city as the district headquarters, the district headquarters staff is expected to conduct the luncheon program. It falls to the RSs in more remote areas to conduct luncheons on at least an annual basis.
- b. Retired Marines in the local RS area should be contacted using the list provided by HQMC, via the district; the district should break the list down by zip code responsibility for forwarding names and addresses accurately to the RSs.
- (1) Two months before the luncheon, a site should be selected and a speaker invited. The site should be centrally located within the RS area. In settling upon a menu with the site, it should be considered that retirees have varying financial means; the meal should be pleasant and properly served without being cost prohibitive. With many people on restricted diets, it is advisable to offer a choice of entree in setting up the meal. If possible, a site should be willing to accept personal checks from the attendees or cash the day of the luncheon.
- (a) In making the meal arrangements, the RS may not be obligated to cover "minimum meals" or any other costs.
- (2) The site should have the capability of hosting a varying size group. If retired luncheons have been held regularly in an RS area, there may not be a regular, large turnout unless there is a high-ranking Marine Corps speaker. If there has not been a luncheon in some time, however, the first-time turnout could be quite large. Be certain of the size of available dining rooms, smoking availability somewhere near the dining room, etc., before selecting a site.
- (a) Note in reference (k) that military facilities may be used for the luncheon. While this may keep the cost lower for attendees, neither cost of the meal or convenience for the RS are determining factors in where to hold the gathering.
- (3) In selecting a speaker, it should be remembered that the luncheon is designed to inform the retired community about changes and the state of the Corps today. Responsibility

for payment of the speaker's meal, TAD, travel, etc. falls upon the RS. It may be that the best choice of speaker is the RS CO, a senior SNCO recruiter fresh from a tour in the Fleet who was involved in technology or doctrine development, or a local senior Reserve officer who has recently completed annual training or returned from a General Officer's Symposium.

- (4) Invitations should be mailed 30 days before the event. A properly worded letter should explain the luncheon, who the guest speaker will be and the menu choices. Guests should be required to RSVP and include a check, made out to the dining facility, to guarantee their reservation. Wording on refunds is dependent upon the terms of the RS agreement with the site; some sites require a final number of meals to be prepared 72 hours in advance, others will wait until 24 hours before hand. Guests should note that no refunds will be available after the minimum time given by the restaurant. Since the invitations are being extended to retirees who are not always local to the area, it is a good idea to include a map to the luncheon site featuring all major roadways in and out of the area. Note parking and public transportation availability.
- (a) In quoting a price per meal in the invitation, be certain to include not only the meal cost, but, any taxes or gratuities which will be added to the bill. The site should provide you with a complete price per meal.
- (b) The CO should direct how funds are to be handled if the site will not accept guest's personal checks or credit cards on an individual basis. Some commands have resorted to opening special one-use checking accounts for this purpose.
- (5) As the responses arrive at the RS, they should be tracked in the same way as Educator Workshop invitations. Provide updated lists of attendees and meal choices to the site as often as they request them. In giving a final meal count to the site the day or two before the event, be as concise, including retirees and Marines, as possible. Most sites will include a factor of their own in preparing extra meals for last minute guests. As with the educator workshop, the RS coordinator should hold the guest's checks until actually paying for the meal. Up to the cutoff time with the site, any guest who writes or calls to cancel should get his or her check returned, uncashed, by return mail.
- c. The enclosure specifies that commercial first-class postage may be used to mail the invitations.

d. The attendees at retired Marine functions often enjoy contact with active duty Marines and the recruiters may find this type of gathering a good place for making contacts. The decision to allow or direct active duty Marines to attend this event is at the discretion of the CO; the cost of the meal at these luncheons is not considered a reimbursable expense through Recruiter Out of Pocket Expense (ROPE) funds. The CO may direct reimbursement to any member of the command, including Marines on boot camp leave or recruiter assistance programs, not receiving COMRATS, who is directed to work and assist at the luncheon.

CHAPTER 12

RECRUITER SUPPORT MATERIAL

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CHAPTER 12

RECRUITER SUPPORT MATERIAL

12000. RECRUITER SUPPORT MATERIAL SYSTEM

- 1. The distribution of RSM is customized to meet each RSS's needs. There are three basic elements to the system.
- a. The Recruiter Support Materials Guide. An annual binder, reference (1), is produced by MCRC (Code M) each year. It contains a full description, including photo, and suggested usage for each piece of RSM available for order that year.
- b. The Recruiter Support Material Order Form. The order form at Appendix BB is contained in the RSM Guide. The form should be reproduced at the RS as worksheets for the orders for each RSS NCOIC with the assistance of the MPA. MCRC (Code M) allocates a Total Force Fair Share of the annual RSM budget to each District who, in turn, allocates the fair share to the RSs and OSOs for local ordering.
- c. The Print Distribution Schedule. The schedule is distributed to each RS when the national print order is completed; MPAs should provide a copy to their OSO. The schedule breaks down the months each piece of RSM is to be shipped from the distribution center to the field.

12001. THE ORDERING PROCESS

- 1. During the 4th quarter of each fiscal year, each District will receive a "budget" for ordering the coming year's RSM. Districts may keep a small amount for use in purchasing items for the use of the headquarters. The bulk of the budget is allocated based upon Total Force Fair Share divisions to each RS and a set amount per OSO.
- 2. At the RS level the MPA, in turn, breaks down the RS enlisted budget based on TFFS to each RSS; the OSO portion is predetermined at District. A percentage of the funds may be used for ordering a small amount of items for use by the Command Group before the division takes place.
- 3. The MPA should brief the RS XO and all NCOICs about the coming order and set a time to meet with each NCOIC to complete

the local RSS order. The OSO Assistant should complete that order with the MPA as well.

- a. When ordering materials for the year, the MPA should work with the NCOIC to ensure sufficient quantities of materials are ordered to cover special events in the area, booths at career fairs and similar things on the planning calendar.
- b. Order to support the mission! With Life in the Marine Corps designed for new working applicants, for instance, the order rate for the book should probably be no more than one per anticipated NWA. NCOICs and MPAs need to think carefully when developing quantities in terms of available budget.
- c. This budget is not actual funds being given to the District or RS, but, is the allocated portion of a national budget. No funds can be transferred and the money may not be added to the RS budget for use on other things such as advertising, vehicles, educator's workshop expenses, etc.
- 4. After all NCOICs have completed their order and the RS in-house order is completed, the MPA compiles one single RS order and one OSO order for forwarding to MCRC (Code M), via the district RAO.

12002. THE DISTRIBUTION PROCESS

- 1. Most items are distributed semi-annually with half of the total quantity ordered distributed per shipment.
- a. Time sensitive items like pay scale folders, desk-top calendars and book covers are shipped annually in one increment; the calendars and book covers are shipped to insure they can be distributed at the beginning of the school year.
- b. Items ordered in small quantities are usually shipped in one shipment. A small quantity is defined as 1000 or fewer folders, 500 or fewer books and posters.

12003. HANDLING RECRUITER SUPPORT MATERIAL

1. All materials ordered will be sent directly to the RS; OSOs may have their material sent directly to the OSO if they are not colocated with the RS.

- 2. MPAs should have a clean secure area in the RS for proper storage of materials until they are distributed to the recruiters. Likewise, each RSS and PCS should have a designated area where materials may be stored without damage. Posters should be left flat in their boxes until use, folders in their shrink wrap until put in racks or handed out.
- a. Understanding that many recruiting offices don't have adequate space for storage, the MPA should be able to find a way to store some of the supply at the RS.
- b. In addition to providing storage assistance, splitting the semi-annual shipments in half, to quarterly increments, can assist the NCOIC in creating an even flow of materials to the recruiters. This can help prevent "burning" or using an entire six months supply of material in the first month of its receipt. Discuss each option with each NCOIC to determine what type of support is desired.
- 12004. THE PRINT ALERT. While every effort is made to have distribution follow the Distribution Schedule, many factors can upset the process. To keep everyone informed of changes in distribution dates, along with new items or other items of interest, a Print Alert is sent to RAOs on an asneeded basis; these should be shared with the MPAs and OSOs.

12005. **QUALITY CONTROL**

- 1. Quality control is an essential factor in any program, but especially in Recruiter Support Material since the product is ordered at MCRC for receipt at various district and RS offices; MCRC doesn't see the finished result of the work.
- 2. Quality control of RSM is a two-staged review. One stage is of the final printed product from the printer itself. The second stage is the quality and timeliness of the packaging and distribution of the product from the Distribution Center at Mechanicsburg, Pa., to the field.
- a. Most printing problems will be detected at MCRC when the proof copies are received. If those problems will cause a delay in shipping to the field, a Print Alert will be issued.
- b. Shipping control problems can usually only be detected by the MPA and OSO. These include, but are not limited to, the following:

- (1) Items shipped late (other than those already noted in a Print Alert)
- (2) Incorrect quantities shipped (more or less, other than those changes noted in a Print Alert)
- (3) Damaged packaging which affects the quality of the printed material (i.e. shrink wrap broken by the shipper on posters, causing them to be loose in the box and become dirty, have torn edges, etc.; items damaged by the shipper opening packages incorrectly, slicing through posters, etc.)
- 3. Quality variances should be reported to MCRC (Code M) as soon as the product is received and inspected. Complete a Quality Control Form as shown at Appendix CC and forward it to the print/audiovisual manager at MCRC (Code M) via e-mail.

12006. USE OF TIMELY RSM

- 1. The return of Business Reply Cards (BRCs) on RSM is one way Priority Prospect Cards (PPC's) are generated for recruiters. To help maintain a successful PPC program, NCOICs should be reminded that the RSM they have on display and available should be the most current pieces of RSM for three important reasons:
- a. Older material may give prospects outdated information such as old G.I. Bill amounts, discontinued guaranteed programs, etc.
- b. The old fulfillment center address in Los Angeles, which appears on many pieces of printed material, is no longer good and leads could be delayed in reaching the RS for many months.
- c. On very old pieces, the source code from the BRC will be dropped and the PPC source code will read "unknown."
- 2. MPAS should suggest to the NCOICs that each recruiter maintain a file in his or her desk containing a sample of each piece of RSM which has a business reply card; this will be a quick reference for recruiters making PPC calls when that RSM piece's source code appears.
- 3. MPAs should encourage recruiter's to read the "how-tos" in the RSM guide; helps save waste and using the wrong piece for the wrong person.

SOP FOR MARINE CORPS RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS $% \left(1\right) =\left(1\right) +\left(1\right$

CHAPTER 13

LEAD GENERATION

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CHAPTER 13

LEAD GENERATION

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CHAPTER 13

LEAD GENERATION

- 13000. <u>FOCUS</u>. One primary focus of marketing and public affairs efforts throughout recruiting command is to put qualified leads in the hands of recruiters.
- 13001. <u>MEANS AND METHODS</u>. Leads are provided to recruiters through only one method when a prospect responds to some sort of Marine Corps recruitment advertising effort. This may be through filling out the Business Reply Card (BRC) such as on a piece of Recruiter Support Material (RSM), calling 1-800-MARINES, or responding to direct mail. This is translated into a priority prospect card for a recruiter.

13002. THE PRIORITY PROSPECT CARD

- 1. The tangible result of lead generating efforts is the priority prospect card like the example at Appendix (x).
- 2. In FY97, the PPC had a 40 to 1 lead-to-contract ratio annually and contributes 15% to 20% of mission attainment.
- 3. In providing leads, by tracking PPC source codes, MPAs and NCOICs can track the results of lead generating efforts. The PPC program is not a MPA program at the RS. While advertising efforts may generate the PPC, once the PPC is received at the RS, it becomes part of the NCOIC's and recruiter's working card file and is a recruiting operations tool.

13003. <u>LEADS AND PROSPECTS</u>.

- 1. A prospect is a person who appears age and education qualified for enlistment. Any 17-24 year old, high school senior or above, is considered a prospect.
- 2. A lead is a prospect that is identified by name, address and/or telephone number contact information to a recruiter.
- 3. A priority lead is a lead that has shown an interest in enlistment.

13004. <u>LEAD GENERATING SOURCES</u>. Include the national direct mail program, the 1-800-MARINES number, the coming of age program, joint recruitment advertising program (JRAP) efforts, enhanced area canvassing (special events), recruiter support materials, the internet, national and district magazine ads, and other national, district and local efforts.

13005. NATIONAL DIRECT MAIL PROGRAM

- 1. The national direct mail program is the leading source of leads for recruiters. In FY97, direct mail generated over 155,000 leads and 175,000 in FY96. It is important to note that the success of a direct mailing is measured not only by leads generated, but by the contracts actually credited to that effort.
- 2. A series of mailings target prospects throughout the year:
 - a. 1 mailing at the end of a prospect's junior year
 - b. 3 mailings to current seniors
 - c. 1 mailing to recent high school graduates
 - d. 1 mailing to workforce (19-21 year olds)
 - e. 2 mailings to previous respondents who did not contract
- 3. Direct mail consists of the outside envelope, a letter to the recipient, a fulfillment offer, a response card and a pass-along card.
- 4. An annual mailing schedule like Appendix CC and samples of the current direct mail piece are sent to RSs for each recruiter.
- a. MPAs should ensure that the samples are distributed to each recruiter and that they are aware of when the mailing will occur.
- b. As PPCs come in from the responses to these mailings, recruiters can refer to the mail samples for information that might have triggered the response.

13006. MAILING LISTS

- 1. JRAP is the primary source for MCRC lists for the direct mail Program. JRAP provides names from three main sources, including:
- a. National ASVAB lists from U. S. Military Entrance Processing Command (MEPCOM)
 - b. State DMV lists (35 states)
- c. American Student Lists (ASL). ASL is the only national compiler of high school lists.
- 2. ASVAB lists come from Military Entrance Test (MET) sites when the ASVAB is given. MET sites include those schools where the ASVAB is given to the student body, as well as remote locations where the ASVAB is advertised and scheduled throughout the year.
- 3. It is extremely unlikely that any RS purchase will provide enough new names to warrant the cost. List vendors calling on RSs are generally offering the same lists for sale which are already purchased by JRAP. If a list is considered worthwhile, MCRC will consider buying the list for the RS or district. All requests for list purchase should be addressed to the Direct Mail Chief.

13007. RECRUITER SUPPLIED NAMES

- 1. Recruiter Supplied Names (RSNs) is a program unique to the Marine Corps. More than 400,000 names per year are submitted directly from recruiters to the Direct Mail Program.
- 2. Unlike the lists recruiters must submit to the RS for the requirements of the High School Program as outlined in Volume III, lists for RSN submission may be submitted directly to MCRC in the same form as the recruiter gets them, providing they meet the requirements for submission at Appendix DD. These submissions may include photocopies of computer printed high school lists, school directories, and the like so long as the names and addresses are legible.
- 3. RSNs must be submitted by the NCOIC to the MPA, who must complete a serialized RSN Submission Checklist and attach it to the list.

- 4. MPAs should provide annual mailing deadline lists to each NCOIC as a reminder to encourage list submission as early as possible. Holding lists for any reason from RSN submission will result in missed direct mail program opportunities and possible lost contracts.
- 5. Do not submit mailing file sheets, ASVAB lists, or lists previously submitted to MCRC. Mailing file sheets are provided from JRAP list attainment for recruiter use and the names are already in the system.

13008. <u>USMC MAILING FILE SHEETS</u>

- 1. Mailing File Sheets are forwarded to RSs as prospecting tools for recruiters. The names are merged/purged from master lists to identify from which mailing the list was generated.
- 2. The lists are sent to RSs immediately after the mailing is completed and sorted by zip code when they are sent to the RS, hence their nickname with recruiters as "zip lists." Each RSS must break them down for recruiters.
- 3. Zip lists should not be resubmitted to MCRC as RSNs.

13009. <u>COMING OF AGE PROGRAM</u>

- 1. The Coming of Age Program is the second leading source of contracts of all PPC lead sources with the highest lead-to-contract ratio.
- 2. The Coming of Age Program keeps the Marine Corps in contact with 14, 15, and 16 year olds who express an interest in becoming a Marine. When a COA prospect sends in a BRC, pass-along card, calls 1-800-MARINES, responds on the Website or makes other contact with us, the fulfillment center sends out a fulfillment package. The respondent is told that to he or she must be 17 and a high school graduate. Additionally, they are encouraged to stay in shape, stay in school and stay off drugs.
- 3. On the lead's 14, 15th and 16th birthdays, a letter and fulfillment item is sent to the lead by the fulfillment center. The 16 year old fulfillment package also contains a fitness chart.

4. On the lead's 17th birthday, a "congratulations, you're old enough to enter" letter is sent to the lead and a PPC with the "Coming of Age" source code is sent to the recruiter. This program is often misunderstood and not used heavily in local efforts. The fact that these prospects have been "worked" by the Marine Corps for up to three years should be emphasized to the recruiters.

13010. JOINT RECRUITMENT ADVERTISING PROGRAM

- 1. The Joint Recruitment Advertising Program (JRAP) was established in 1978 to economize on recruiting outlays. Its purpose is to reduce wasteful duplicate services efforts.
- 2. In addition to purchasing mailing lists for the services, JRAP conducts a one-time mailing to selective service registrants. In the mailing piece, the registrant receives a "bingo card" to indicate interest in each service. Each service the registrant checks off on the card receives a lead from JRAP.
- a. Bingo cards are cards placed in mailers or publications where a number of advertisers appear. The respondents use one card listing all advertisers and check off the advertisers they wish to hear from.
- b. The 1-800 number on DOD ads leads to the JRAP fulfillment center. The JRAP center forwards the leads to each service in which the respondent indicates an interest.
- 3. JRAP produces the Futures magazine as well as maintaining two lead generating websites, myfutures.com and militarycareers.com.

13011. <u>1-800-MARINES</u>

- 1. The generic Marine telephone number can be used in all efforts. It is more memorable than a local number and response to it will generate a PPC to the recruiter. This number may be inserted in any effort, including the local recruiter production package-completed spots.
- 2. Although the 1-800 number does not generate a large number of leads relative to other lead generating sources, it is considered to be a source of more enthusiastic prospects.

3. This number will not always be popular with recruiters who want their local office number on ads in their own areas. Sell the recruiters on the points of low return and guaranteed PPC generation to all respondents, including coming of age.

13012. ENHANCED AREA CANVASSING (SPECIAL EVENTS)

- 1. Special events put prospects face-to-face with recruiters in a low-pressure, positive environment. The top priority at these events is to carry out an effective way of generating leads and priority leads for recruiters. Because of the coming of age program, 13, 15 and 16 year olds shouldn't be ignored at these events.
- 2. When deciding how to take part in upcoming events, consider all EAC methods such as chin-up challenges, think fast games, or other creative approaches.
- 3. A key to success is using already established events; don't try to create your own from scratch.
- 4. In recording leads from special events, be certain recruiters use special events cards. Don't use take-ones from RSM; the take-one has its own PPC source code and you will not be able to accurately track the effectiveness of your EAC efforts.

13013. RECRUITER SUPPORT MATERIAL

- 1. Recruiter Support Material (RSM) provides recruiters with attractive, colorful, informative brochures to give to prospects and leads. In addition to giving recruiters something to leave for pick-up at remote locations, most RSMs have a Business Reply Card (BRC) for a prospect to mail in for additional information.
- 2. Each BRC mailed from RSM results in a PPC to a recruiter with a PPC source code of the folder or booklet from which the BRC was taken.
- 3. RSM BRCs create a large number of coming of age leads.
- 4. Effective management of RSM purchase, recruiter distribution and placement are duties of the MPA and NCOIC working together that can pay tremendous dividends to lead generation efforts.

13014. THE INTERNET

- 1. The easy accessibility of the internet has opened new possibilities in recruiting. Is this form of communication there for the long haul? Right now, this is a major novelty with users that may have long term significance.
- 2. Because the internet is global in access, it must be carefully used in order minimize foreign prospects. No MCRC policy exists on internet use at this time as usage growth is monitored.
- 3. Currently, there is a MCRC link from the Marine Corps Homepage and an interactive MCRC website "www.Marines.com."
- 4. The Homepage, Website, Marine Mail and MARFORRES websites all generate responses which are fed directly to either the MCRC public affairs chief or direct mail chief; they are answered or forwarded to the Fulfillment Center. All letters other than leads are forwarded or answered as appropriate. Whenever possible, with adequate information or the appearance of the mail being from a lead, the PA Chief forwards the lead directly to the RS MPA for direct pass-on to recruiters.

13015. NATIONAL AND DISTRICT MAGAZINE ADS

- 1. Magazine ads are costly and must be highly targeted. Careers and college magazines are generally considered to be most effective in lead generation activities.
- 2. When purchasing ads, care must be given in determining how responses will be gathered. Activity over the past five years shows that bingo cards are the most effective, followed by BRCs. Normally, magazine ads produce very few phone calls or OT responses.
- 3. When national ads are purchased, district and local insert cards may be placed in the magazines.

13016. OTHER NATIONAL, DISTRICT AND RS EFFORTS

1. Billboards and theater buys are good local ad efforts. Billboards may often be posted as PSA, sometimes requiring local RS ad funds payment of hang fees. The 1-800-MARINES number should be used, even for local ads. It is easily identifiable to the public and will generate a PPC for the local recruiter.

- 2. High school yearbooks and newspapers. Recruiters may often feel these ads produce good local results. Any ad that is stacked in the back of a publication is mostly patronage or support for the organization and very little advertising benefit can be felt.
- 3. Radio spot promotions and remotes are usually effective local vehicles for generating leads.

13017. ALTERING RSM TO INCLUDE LOCAL ADDRESSES

- 1. There are, occasionally, BRCs coming into the fulfillment center that have a RSS address label pasted over the fulfillment center address. This has happened for years on an occasional basis, but, should not happen at all for the following reasons:
- a. It's illegal. By postal regulations, the postage permit that is printed (franked) on MCRC BRCs is only usable by the address printed on the card. Altering the address constitutes illegal use of a business reply envelope.
- b. Because it is illegal, local post offices often throw these away because 1) the cards have obviously been tampered with and 2) there is no permit on file with the local post office. Each postmaster has a list of legal permit addresses within the post office range for receipts for billing purposes. Since they end up in the trash, a potential lead is lost.
- c. Also, the prospect mailing the card will not receive the standard fulfillment package the Marine Corps literature "Precious Metal" and a personalized letter expressing our interest in the prospect.

13018. <u>FULFILLMENT OPERATIONS</u>

- 1. Responses to lead generating sources are processed by a subcontractor of the Marine Corps Recruiting Command, referred to as the "fulfillment center."
- 2. Within 24 hours of receiving a response from a lead generating source, the fulfillment center generates a PPC, adds the relevant data to the Quick Leads database for download, and mails a fulfillment package to each responder.

- 3. If the responder is between the ages of 13 and 16, the fulfillment center maintains their information on a database and sends out the appropriate Coming of Age fulfillment package.
- 4. If the responder is neither age and education qualified nor eligible for the Coming of Age program, the responder is sent a letter thanking him/her for their interest in the Marine Corps and a brief explanation of why he/she is not qualified for enlistment.
- 5. The fulfillment center also performs the following additional functions:
- a. Provides professional operators to continuously monitor/answer the 1-800-MARINES number and capture appropriate lead information.
- b. Processes all reports and distribute them to the appropriate recruiting stations.
- c. Maintains the responder file and mails to those who fail to contract within a given period of time (i.e. "Bounceback" or Respondents Mailing).

13019. GETTING THE LEADS AS OUICKLY AS POSSIBLE

- 1. The quick leads system has been introduced to electronically pass lead information to recruiters as quickly as it is available from the fulfillment center. As the PPC is being generated, RSs may now directly access the fulfillment center to get that information before the PPC arrives in the mail. Leads are entered into the fulfillment system and available to recruiters within 24 hours of receipt by the fulfillment center.
- The quick leads system requires only a modem and commercially purchased software that is compatible with existing Marine Corps-approved
- 3. The steps to quick leads are simple to operate.
- a. Each RS has been assigned a unique log-in name and password to the system.
- b. The RS dials into the fulfillment center using the modem and RCOM-2 software.

- c. The system retrieves all of that RS's leads processed within the past 24 hours and provides all of the information that will appear on the PPC.
 - d. The system compliments, does not replace, the PPC system.

13020. OFFICER SELECTION OFFICER LEAD DISTRIBUTION

- 1. Prospects who respond to an officer lead generating source (i.e. the internet, air folders, "As An Officer Of Marines" book, OSO self-mailers, etc.) will receive a fulfillment package that includes a personalized letter and the literature booklet, "Few Have the Metal." The personalized letter includes the address and number of the nearest Officer Selection Office.
- 2. The lead information is forwarded twice per month to the Assistant Officer Procuremnt (AOP) officer at the District in the form of the Bimonthly OSO Report. The AOP then forwards the lead information to the appropriate Officer Selection Officer.

13021. EVALUATING SUCCESS

- 1. The success of any program is the number of contracts for enlistment that are obtained from leads generated by that program.
- 2. Match reports are drawn up matching names of enlistees with lists of lead generating activities on which the enlistee appears. Due to the variety of lead generating activity taking place, dual sources of the contract may be entered in the Automated Recruit Management System (ARMS) in giving contract credit to recruiters, i.e. a recruiter might have a recruiter prospect card generated on an individual for whom the recruiter later receives a PPC. Both the recruiter activity and PPC will be recorded as source codes for the lead.
- 3. The efforts report matches only names and sources of leads in Marine Corps advertising activity records. Efforts reports are published at the national, district and RS level, reflecting contracts from efforts generated at each of those levels.
- a. National Efforts Report. This reports national total response, qualified response (PPCs) and contracts by source for national efforts, current month, FY to date, rolling 12 months and from inception to date. Distribution: MCRC, contract

advertising agency headquarters and contract advertising agency direct mail liaison.

- b. National Efforts Report by district. Reports district total response, qualified response (PPCs) and contracts for national efforts, for current month, FY to date, rolling 12 months and from inception to date. Distribution: MCRC, contract advertising agency headquarters, contract advertising agency direct mail liaison, district advertising agency representatives, each district RAO.
- c. National Efforts Report by RS. Reports RS total response, qualified response (PPCs) and contracts for national efforts for current month, FY to date, rolling 12 months and from inception to date. Distribution: MCRC, contract advertising agency headquarters, district advertising agency representatives, each district RAO, each RS CO.
- d. District Efforts Report. Provides same breakout as described in National Efforts Report, but for efforts originated within the district. Distribution: MCRC, contract advertising agency headquarters, contract advertising agency direct mail liaison, district advertising agency representatives, each district RAO.
- 4. Contact Reports can be used to evaluate administration of the PPC program. They report the total number of leads sent for the nation, each district and each RS for the month and both current and previous fiscal year to date and rolling 12 month periods. These figures are compared to the total number of PPC Contact Reports returned to the fulfillment center for the same periods. Returned contacts are characterized as "Good/Workable," "Good/Not Workable," "Not Good" or "Coming of Age." Distribution: MCRC, contract advertising agency headquarters, contract advertising agency direct mail liaison, district advertising agency representatives, each district RAO and each RS CO.
- a. Good Lead Name, address and phone as provided are good, recruiter is able to contact the lead with the information provided.
- b. Not Good Name, address or phone of prospect is incorrect, recruiter is unable to contact the lead with the information provided on the PPC.
- c. Workable Information is good and the prospect is within recruitment age and meets education requirements.

- d. Not Workable Information is good but the prospect is too old for enlistment or not education qualified. **Note physical D/Q is not a factor in the screening of not workable leads.
- e. Coming of Age Prospect is between 14 and 17 years of age. Prospects younger than 14 are considered too young and not workable.
- 5. The Contact Ranking Report ranks RSs and districts by percentage of contact reports returned for the month, fiscal year to date and rolling 12 month periods. Distribution: MCRC, contract advertising agency headquarters, contract advertising agency direct mail liaison, district advertising agency representatives, each district RAO and each RS CO.
- 6. The Contact Report can be used to evaluate recruiter effectiveness at working the PPC program. It compares the numbers of enlistees which match back to PPC contact information previously provided to the total number of enlistments attained for the nation, each District and each RS for the month and current and previous fiscal year to date and rolling 12 month periods. Additionally, it reports the number of PPCs per enlistment and the numbers and percentages of contracts matched to PPCs reported as "Good/Workable," "Good/Not Workable" and not returned. Distribution: MCRC, contract advertising agency headquarters, contract advertising agency direct mail liaison, district advertising agency representatives, each district RAO and each RS CO.
- 7. The Contract Ranking Report ranks RSs and Districts by percentage of PPCs who enlisted for the month, fiscal year to date and rolling 12 month periods. Distribution: MCRC, contract advertising agency headquarters, district advertising agency representatives, each district RAO, each RS CO.
- 8. The Unreturned Contact Report Dump provides all PPC lead data previously reported on PPCs which have not been returned to the fulfillment center. This can be used to ensure follow-up on leads which may not have been worked due to being lost or destroyed. Distribution: Contract advertising agency headquarters, each district RAO and each RS CO.
- 9. The ARMS/PPC Match Report provides comparison of PPC lead and ARMS contract data for enlistees who match back to previously issued PPCs. This can be used to monitor accuracy of the ARMS/PPC Match and integrity of RS and RSS activity analysis.

Distribution: MCRC, contract advertising agency headquarters, each district RAO and each RS CO.

10. The Bi-Monthly OSO Listing Report lists contact information for respondents to an officer lead source. It is the only report where this information appears. There is no PPC program for officer procurement, however, PPCs are generated to recruiters for officer respondents less than 20 years old or who are in high school. Distribution: MCRC, contract advertising agency headquarters, each AOP and each OSO.

CHAPTER 14

PUBLIC SERVICE ANNOUNCEMENTS

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CHAPTER 14

PUBLIC SERVICE ANNOUNCEMENTS

- 14000. <u>BACKGROUND</u>. National and local PSA programs provide tremendous public awareness that fills the gap created by a limited paid advertising schedule.
- 1. The Marine Corps PSA program was developed to streamline PSA distribution efforts. The framework of the program provides the efficiency of a national program and affords commanders ample flexibility in the development of local PSA programs.
- 2. The Marine Corps Recruiting Command (MCRC) operates with a limited advertising budget, and cannot afford inefficient and costly duplication of effort at national and local levels. As the recruiting environment becomes more difficult, all efforts must be focused in support of the recruiting force.
- 3. The national PSA distributions require minimal local effort, creating significant time savings for MPAs. Local commanders are encouraged to focus the MPAs efforts on recruiter support and lead generating activities.
- 14001. <u>IMPORTANCE OF A PSA PROGRAM</u>. National PSA distributions augment paid advertising to ensure that an appropriate message is presented. They also provide the MCRC with an efficient method of targeting issues such as declining propensity to enlist, and the perception that the Marine Corps no longer offers viable career options.
- 1. Local PSA programs should build individual recruiter awareness within their respective communities. By alternating national and local PSA distributions quarterly, commanders are afforded the benefits of both types of programs, while cutting costs and improving effectiveness.
- 2. Cost savings at the district level can be redirected into other local advertising efforts. The Marine Corps PSA program encourages RS MPAs to be proactive in their efforts, and focus on selling and developing rapport with non-supportive stations. Additionally, MPAs can spend more time developing individual recruiter awareness within their respective communities.

- 14002. <u>PSA PROGRAM OBJECTIVES</u>. The primary objectives of the Marine Corps PSA program are:
- 1. Increase Marine Corps awareness at national and local levels, in support of the national recruiting effort.
- 2. Focus Recruitment Advertising Officer (RAO) and MPA representative efforts on support of recruiters in local markets.
- 3. Reduce costs.

14003. **GUIDELINES**

- 1. National PSA distributions will be made during the 1st and 3rd quarters of each fiscal year.
- 2. Radio and television mailing lists for each distribution will be developed by MCRC(M) with input from district RAOs. Mailing lists will be updated with RAOs 60 days prior to national PSA distributions. Updates will include additions of new stations, deletions of stations that have closed, deletions of non-supportive stations, and changes to any information for existing stations.
- 3. PSA distributions from the district and recruiting station level should be conducted during the 2nd and 4th quarters. These distributions should focus on building recruiter awareness within their respective communities.
- 4. Outdoor PSA material will be ordered through MCRC(M) via e-mail.
- 5. A business reply mail survey card will be sent to stations with 1st and 3rd quarter mailings to identify supportive stations, and update user information. A report will be generated after each mailing, identifying stations that plan to support the Marine Corps PSA program. Television attainment in the nation's top 100 markets will be tracked through reports provided by Broadcast Verification Services. The information from these monthly reports will be forwarded to the district level.

14004. RESPONSIBILITIES

1. <u>District Support Officer, MCRC(M)</u>

- a. Conduct training at RAO and MPA conferences to ensure proper implementation and execution of the program.
- b. Create and produce packaging materials for television and radio PSA distributions.
- c. Coordinate new television and radio productions through the Print Audio/Visual Officer to ensure an inventory is built for future distributions.
- d. Distribute radio and television PSA materials nationally during the 1st and 3rd quarters of each fiscal year.
- e. Coordinate production, storage, and distribution of outdoor PSA materials.
- f. Maintain historical data on the Marine Corps PSA program and determine program benefits to the Marine Corps.
- g. Conduct national media visits during the 2nd and 4th quarters of each fiscal year to obtain network PSA support.
- h. Coordinate semi-annual updates of the PSA distribution list with each district RAO.
- i. Provide each RAO and MPA with samples of each distribution. These "MPA Packs" will include samples of each format of radio and television PSAs, 1/2" VHS copies of all television PSA releases for internal use, samples of letters to Public Service Directors, and additional copies of radio and television station survey cards.

2. Recruit Advertising Officer, Each Recruiting District

- a. Conduct training to ensure proper implementation and execution of the program at district and recruiting station levels.
- b. District RAOs will coordinate semi-annual mailing list updates at the district and recruiting station levels.
- c. District RAOs will ensure that MPAs maintain and manage a sixmonth supply of billboards, based on past usage data.
- The RAO will encourage the conduct of local level PSA distributions during the 2nd and 4th quarters of the fiscal year.

These distributions should focus on building recruiter awareness within their respective communities.

3. Marketing and Public Affairs Representative

- a. Prior to each distribution, MPAs will update their portion of the national PSA mailing list.
- b. MPAs will maintain and manage a six-month supply of billboards, based on past usage data.
- c. The MPA may conduct local level PSA distributions during the 2nd and 4th quarters of the fiscal year. These distributions should focus on building recruiter awareness within their respective communities.
- d. Conduct periodic media visits and build working relationships with local media that are supportive of Marine Corps recruiting efforts.
- e. Conduct periodic visits to each recruiting sub-station (RSS) for placement of public service announcements (PSA) within local media.
- f. Insure that the media chosen for PSA do not compromise or misrepresent the Marine Corps message, or place the Marine Corps in an embarrassing situation.
- (1) The Marine Corps has no legal obligation to distribute material. RS Commanding Officers may choose not to provide PSA to organizations within the RS area.
- (2) Prior to the placement of a PSA, the medium used should be thoroughly evaluated to determine whether that medium is an acceptable forum to present the Marine Corps message. Care must be exercised to ensure that placement of any advertising does not associate the traditional values of the Marine Corps with organizations that are discriminatory in nature or incompatible with Marine Corps values. Common sense is the key factor to use when requesting PSA.
- (3) If it is determined that a medium currently being used or one which has been used in the past is no longer an appropriate vehicle for Marine Corps messages, stop any distribution of PSA material.

- 14005. <u>VOLUNTARY PSA SUPPORT</u>. PSA cannot be contracted or solicited as a portion of a "paid" advertising buy on the part of the MPA.
- 14006. RECRUITMENT ADVERTISING PLAN. The full scope of Marine Corps public service programs is detailed at reference (m).

CHAPTER 15

ADVERTISING

	<u>PARAGRAPH</u>	PAGE
GENERAL	15000	15-3
ADVERTISING STRATEGY	15001	15-3
LOCAL ADVERTISING	15002	15-4

CHAPTER 15

ADVERTISING

15000. GENERAL. Marine Corps advertising is procured at the MCRC, district and RS. The national Recruitment Advertising Plan is designed and prescribed by the Commanding General, Marine Corps Recruiting Command Code (M) to achieve wide and balanced dissemination of Marine Corps advertising messages throughout the nation through commercial advertisers. Districts and RSs are responsible for planning locally targeted advertising efforts with their advertising budgets, reflecting local concerns.

15001. ADVERTISING STRATEGY

- 1. The advertising strategy will be dictated by the necessity of supporting all recruiters with awareness advertising and the opportunity of creating awareness opportunities through local sources in order to "fill the gaps" in the national advertising program.
- 2. The primary goal of the advertising strategy is to maintain continuous awareness of the Marine Corps message through paid advertising. This goal will be achieved through active utilization of the following mediums:
- a. Television -- primary media vehicle. The advertising message reaches those recruiting areas where Marine visibility and visitation are hindered by the lack of large concentrations of population.
- b. Radio -- secondary media vehicle. Awareness will be gained in areas not covered by the national plan.
 - c. Outdoor -- tertiary vehicle.
 - d. Targets of opportunity.
 - e. Special promotions.
- 3. In order to achieve the primary goals of the advertising strategy, the media chosen for paid advertising must be those which do not compromise or misrepresent the Marine Corps message, or place the Marine Corps in an embarrassing situation. The following guidelines are provided to preclude the appearance of Marine Corps advertising in inappropriate advertising media.

- a. The Marine Corps has no legal obligation to distribute advertising material and may choose not to provide advertisements to organizations as long as the decision is based on sound rationale.
- b. Prior to the placement of a paid advertisement the medium used should be thoroughly evaluated to determine whether that medium is an acceptable forum to present the Marine Corps message, based upon criteria of acceptable sponsorship found in Ref. (a), section 4.
- c. If it is determined that a medium currently being used or one which has been used in the past is no longer an appropriate vehicle for Marine Corps advertisements, simply stop any paid advertising. Material previously distributed is not subject to copyright laws and is considered in the public domain, so there is nothing that can be done to prevent continued use of previously distributed material.
- d. If doubts exist about the use of any particular advertising medium or the distribution of "public domain" materials, guidance should be requested from higher headquarters.

15002. LOCAL ADVERTISING

- 1. Limited advertising funding is provided to recruiting stations for use by the commanding officers.
- a. The MPA will recommend to the commanding officer the best utilization of the RS advertising budget. Consideration in such recommendations will include: target population reached, availability of PSAs and local needs of the recruiting personnel affected.
- b. Due to fiscal restraints, no moneys will be used for advertising in school yearbooks or similar publications. These advertisements are considered to be paid sponsorships and are generally not cost effective.
- c. Radio announcements and advertising, when purchased by a RS, should be tailored to suit the needs of local recruiters and the community in which those recruiters serve.
- (1) The MPA will, upon request and after reviewing recruiters' needs, authorize radio spot announcements for use within the command's area of responsibility. Each spot should be

general in nature, and should address the locality in which it will be broadcast.

- (2) Local radio advertising should be produced at the contracted broadcasting station.
- (3) PSA <u>cannot</u> be contracted/solicited as a portion of a "paid" advertising buy on the part of the MPA. PSA must be made as an offer by the contractor when a MPA receives paid advertising. This pertains to all Marine Corps advertising programs.
- d. Marine Corps advertising purchased with local funds at the RS level will be in accordance with the RS media plan which is established by the commanding officer.
- e. No "blind" advertising is authorized. "Blind" advertising is any form of advertising, regardless of medium utilized, which uses no corporate or product identification, including advertising that solicits a consumer response.
- 2. RSS NCOICs must periodically review advertising outlets within their area of responsibility. When occasions arise that provide a unique opportunity for good advertising cost-effectiveness, the RSS NCOIC will notify the MPA detailing source, cost and point of contact.
- 3. The MPA will then notify the commanding officer of all such opportunities and complete advertising contracts through the supply chief as directed by the commanding officer.
- 4. The MPA, when permitted, should design and authorize advertisements for local publication. This should be accomplished with the assistance of the contracted advertising agency field representative assigned to the district.

CHAPTER 16

PWST COORDINATION

	<u>PARAGRAPH</u>	PAGE
BACKGROUND	16000	16-3
CG, MCRC RESPONSIBILITIES	16001	16-3
DISTRICT CO RESPONSIBILITIES	16002	16-4
RECRUITING STATION COMMANDING OFFICER RESPONSIBILITIES	16003	16-4

CHAPTER 16

PEACETIME/WARTIME SUPPORT TEAM COORDINATION

16000. <u>BACKGROUND</u>. Peacetime/Wartime Support Teams (PWSTs) were created by reference (n) as part of the Readiness Support Program (RSP). The RSP initiative was designed to create a streamlined structure within Marine Forces Reserve (MARFORRES). The structure includes Pretrained Individual Manpower (PIM) mobilization, Individual Ready Reserve (IRR) muster, recruiting assistance, Marine Corps community relations, civil-military activities/disaster relief planning, family assistance and support, post-mobilization casualty assistance, and Reserve site maintenance. COMMARFORRES was directed to "...develop an organization structure that enhances Total Force readiness by improving public awareness and understanding of the Marine Corps..." To complete this mission, billets were created nationwide to provide each of the new "reserve districts" with a minimum of two Marines on PWSTs.

The OpPlan (reference (n)) states that in the near term, "PWSTs will serve as the focal point for PIM mobilization/IRR muster processing, recruiting assistance, coordination of Marine Corps community relations initiatives in order to enhance public awareness and community relations, civil-military activities/disaster relief planning, post-mobilization family assistance, and casualty assistance."

Long term directions for PWSTs are to expand involvement of Marine Corps Reserve units in their local communities in order to increase public awareness and understanding of the Marine Corps, noting this will entail increased community relations efforts at the local level and with the local community. Working with Marine Corps Coordinating Councils and similar organizations, PWSTs are tasked to promote public awareness of the Marine Corps.

16001. CG, MCRC RESPONSIBILITIES

- 1. Ensure MCRC participation and involvement in the RSP as directed in the OpPlan.
- 2. Work in conjunction with the Director, Public Affairs (P) and COMMARFORRES to prepare and execute information briefings on the RSP for Marine Corps related organizations and associations.

- 3. In conjunction with COMMARFORRES and Dir PA, develop a plan to ensure MPAs and Reserve Special Staff Officers (RSSO's) coordinate, as required, with PWSTs in implementing community relations initiatives and providing recruiting assistance.
- 4. Coordinate with RSPs to ensure successful completion of their mission to identify, plan, coordinate, and execute community relations programs from local to national level to increase the American public's awareness and understanding of the mission and capabilities of the Total Force Marine Corps.
- 5. Coordinate with CMC (PA) and COMMARFORRES (PA) as appropriate to assist PWST community relations initiatives at the national, district and local levels.
- 16002. <u>DISTRICT CO RESPONSIBILITIES</u>. Establish a coordinating relationship with reserve district counterparts.

16003. RECRUITING STATION COMMANDING OFFICER RESPONSIBILITIES

- 1. Maintain close liaison with local PWSTs to assist in their evaluation of community relations projects and programs that best match the needs and interest of the local community.
- 2. Ensure MPA is available to PWST upon request to advise PWST on compliance with DOD, SECNAV and MC orders and directives pertaining to public affairs during planning phases of activities with MCCCs or similar Marine Corps-related civilian organizations as directed in Annex B of reference (n). Annex B of the OpPlan directs "The advice of a (MPA) and a staff judge advocate will be utilized when planning activities with MCCCs or similar Marine Corps-related civilian organizations to ensure compliance with reference (b) and other regulations and laws."
- 3. As the only PAO in the RS AOR, the MPA is the media's primary point of contact for Marine Corps inquiry and the RSs spokesperson, as outlined in FMFM 3-1 and SECNAV, MC and MCRC orders and instructions. The I&I is the primary spokesperson for the reserve unit in each area. Each RSS NCOIC and recruiter is responsible for creating and maintaining positive media relations in their assigned sectors. PWSTs may work with RS media contacts through the RS when coordinated by the RS CO.

CHAPTER 17

MOS 4341 SCREENING IN SUPPORT OF RECRUITING

	<u>PARAGRAPH</u>	PAGE
PURPOSE	17000	17-3
ENLISTING FOR SERVICE AS A COMBAT CORRESPONDENT	17001	17-3
DETERMINING ELIGIBILITY	17002	17-3

CHAPTER 17

MOS 4341 SCREENING IN SUPPORT OF RECRUITING

17000. <u>PURPOSE</u>. The purpose of this chapter is to outline the procedures for administering tests to applicants who wish to enlist into the Marine Corps as Combat Correspondents (MOS 4341).

17001. ENLISTING FOR SERVICE AS A COMBAT CORRESPONDENT

- 1. All accessions into the public affairs field are through contract after an applicant successfully meets the basic MOS criteria. Per reference (o), the program enlisted for (PEF) code is CG and it is a type 2 program, available to applicants who do not require a moral/drug waiver above the RS level.
- 2. Per reference (p), to be guaranteed assignment to public affairs as a combat correspondent, the applicant must:
 - a. Have a GT score of 110 or higher
- b. Score 70 on the English Diagnostic Test (EDT). If a score of 70 is not obtained on the first attempt, the applicant must wait 30 days before a second attempt is authorized and must wait six months before a third or subsequent retest is authorized
 - c. Type 20 words per minute on the standard typing test
- d. Have a written recommendation following an interview with a public affairs officer

17002. <u>DETERMINING ELIGIBILITY</u>

- 1. Once the applicant has expressed an interest in the 43xx OCC field and is basically qualified the RSS NCOIC should contact the MPA to arrange a time and place for the EDT and typing test to be given.
- a. Both test forms and their answer sheets are controlled items. A single copy of each is provided to the district PAOs and MPAs under separate cover from this SOP.

- 2. If the applicant completes the tests successfully, the MPA will contact the nearest Marine Public Affairs Officer to arrange a personal interview with the applicant. In the case that there is no military installation in the immediate area and travel to the District headquarters is impractical, the District Public Affairs Officer may interview the applicant telephonically and FAX a signed copy of his or her recommendation to the RS for inclusion in the applicant's package.
- 3. The MPA must provide the complete graded test forms and written interview results and recommendation to the NCOIC for transfer to the MEPS liaison and insertion into the applicant's processing package. A "Y" entry under special qualifications must also be made by the ARMS operator in the applicant's record; without the "Y" entry, the applicant will not be given the 4341 MOS.

APPENDIX A

FMFM 3-1 PAO

PUBLIC AFFAIRS OFFICER

The public affairs officer performs the general duties of a special staff officer under the cognizance of the chief of staff with respect to providing information about the Marine Corps to the public, the media, and the internal Marine Corps audience, and establishing harmonious relations with local communities and the general public. Staff responsibilities include:

- a. Advising on the public impact of command decisions/policy and, as the command "spokesman," recommending policies and procedures with respect to the release of information to the public and the media.
- b. Preparing and disseminating accurate and timely information about the Marine Corps and the command to the media and the general public in the spirit of the Freedom of Information Act.
- c. Serving as the command's contact with the media and, as such, answering media queries, coordination all media visits/interviews and escorting media representatives.
- d. Supporting the internal information program to inform Marines and the Marine family of Marine Corps and command matters through supervision of such internal news outlets such as command newspapers, radio/television facilities, etc.
- e. Developing and coordinating a community relations program, to include both on and off base activities, to foster mutual understanding and acceptance with the general public and the communities directly affected by the command.

Ref: FMFM 3-1

Functions of the Public Affairs Officer, as described in FMFM 3-1:

"The public affairs officer performs the general duties of a special staff officer under the cognizance of the chief of staff with respect to providing information about the Marine Corps to the public, the media, and the internal Marine Corps audience, and establishing harmonious relations with local communities and the general public. Staff responsibilities include:

- a. Advising on the public impact of command decisions/policy and, as the command "spokesman," recommending policies and procedures with respect to the release of information to the public and the media.
- b. Preparing and disseminating accurate and timely information about the Marine Corps and the command to the media and the general public in the spirit of the Freedom of Information Act.
- c. Serving as the command's contact with the media and, as such, answering media queries, coordination all media visits/interviews and escorting media representatives.
- d. Supporting the internal information program to inform Marines and the Marine family of Marine Corps and command matters through supervision of such internal news outlets such as command newspapers, radio/television facilities, etc.
- e. Developing and coordinating a community relations program, to include both on and off base activities, to foster mutual understanding and acceptance with the general public and the communities directly affected by the command."

APPENDIX B

MARINE CORPS PUBLIC AFFAIRS ORDERS AND DIRECTIVES

- JOPS, Volumes I and IV, Joint Operational Planning System
- Joint Pub 1-07, Doctrine for Public Affairs in Joint Operations
- D JAG Instruction 5800.7C Manual for the Judge Advocate General
- RD DoD Directive 1015.1, Commercial Sponsorship
- RD DoD Directive 4515.13R, Air Transportation Eligibility
- D DoD Directive 5040.2, Visual Information (VI)
- D DoD Instruction 5040.4, Joint Combat Camera (COMCAM) Operations
- RD DoD Instruction 5120.4, DoD Newspapers and Civilian Enterprise Publications
 - DoD Directive 5120.20, Armed Forces Radio and Television Service
- D DoD Directive 5160.48, Department of Defense Information Training
- D DoD Directive 5200.1, DoD Information Security Program
- D DoD Directive 5230.9, Clearance of DoD Information for Public Release
- RD DoD Directive 5410.15, DoD Public Affairs Assistance to Non-Government, Non-Entertainment Oriented Print and Electronic Media
- RD DoD Directive 5410.16, DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Production
- RD DoD Directive 5410.18, Community Relations
- RD DoD Instruction 5410.19, Armed Forces Community Relations

- RD DoD Directive 5500.7-R, Joint Ethics Regulations
- D SecNavInst 5211.5D, Personal Privacy and Rights of Individuals Regarding Records Pertaining to Themselves
- D SecNavInst 5370.2J, Standards of Conduct and Government Ethics
- RD SecNavInst 5720.42B, Availability to the Public of Department of the Navy Records
 - SecNavInst 5720.42E, Department of the Navy Freedom of Information Act Program
- RD SecNavInst 5720.44A, Public Affairs Policy and Regulations
- RD SecNavInst 5724.3, Instructions and Policy Concerning Fleet Home Town News Program
- D MCO P1200.7, Military Occupational Specialties Manual (MOS Manual)
- D MCO 1210.8A, Lateral Move and Career Broadening Tour Programs for Marine Officers
- D MCO 1220.55, Enlisted Lateral Move Program
- D MCO 4630.10, Operational Support Airlift Management
- D MCO P5000.18, The Marine Corps Band Manual
- D MCO 5000.17, Marine Corps Lessons Learned System
- RD MCO 5000.20, Support of Young Marines
- RD MCO 5030.3, Unofficial use of the Seal, Emblem, Names, or Initials of the Marine Corps
- RD MCO 5060.19, Award of the Title of Honorary Marine
- RD MCO P5211.2, The Privacy Act of 1974
- D MCO P5290.1, Marine Corps Training and Audiovisual Support Manual
- RD MCO 5370.3E, Standards of Conduct and Government Ethics

- D MCO 5510.9A, Security of Information for Public Release
- RD MCO P5600.31G, Publication and Printing Regulations
- D MCO 5700.5, Development of Proposed Public Affairs Guidance (PPAG) [DoD Instruction 5405.3]
- RD MCO P5720.56, Availability to the Public of Marine Corps Records
- RD MCO 5720.59A, Armed Forces Community Relations [DoD Instruction 5410.19]
- RD MCO 5720.68, DoD Newspapers and Civilian Enterprise Publications [DoD Instruction 5120.4]
- RD MCO P5750.1G, Manual for Marine Corps Historical Program
 - MCO 5720.65, American Forces Information Service [DoD Directive 5122.10]
- MCO 5720.67, Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)) [DoD Directive 5122.5]
 - MCO 5720.68, Nuclear Accident and Incident Public Affairs Guidance [DoD Directive 5230.16]
 - MCO P5720.73, Marine Corps Aviation Support of the Community Relations Program Manual
- RD MCO 5760.3D, Retired Marine Luncheon Program
- RD MCRCO 7000.1, Centers of Influence (COI)Program/Funded Delayed Entry Program (POOLEE) Functions
 - JAGINST 5800.7C, Manual of the Judge Advocate General
 - Manual for Courts Martial, United States, 1995
 - Marine Corps Manual
 - Army FM 46-1, Public Affairs Operations
- Legend: RD Recruiting station and district required to maintain D District required to maintain

B-3

FORM 2

POSITION PAPER

(Local variation. and modifications as necessary to meet requirements.)

CLASSIFICATION

Code/Office Date

POSITION PAPER

Subj:

The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

Ref: (a) References are listed as appropriate.

(b) If none are appropriate, enter the notation "None".

1. PROBLEM

The problem statement tells what the problem is for which the position paper is being developed. Usually stated "To develop a.....position"

2. WHY REQUIRED

- a. A position paper also states why the paper is required.
- b. Is it directed by higher headquarters?
- c.

3. BACKGROUND

- a. The background sets forth in concise terms what has gone before.
- b. It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly occur requiring reexamination?
- c.

4. POSITIONS OF OTHER AGENCIES

The position of other agencies are addressed when appropriate, otherwise this part of the position paper has the caption "Not Applicable" inserted.

(Page number)

CLASSIFICATION

FMFM 3-1 App. A Form 2

CLASSIFICATION

5. RECOMMENDED MARINE CORPS POSITION

The recommended position i8 stated in clear, concise terms. When it is to be promulgated, it is usually attached on a separate sheet.

6. RATIONALE

- a. The rationale includes concise statements which support the position taken.
 - b.

7. <u>RECOMMENDATION</u>

The recomendation is what you recommend be done; e.g., "Approve the attached statement," or "reconsider" A decision block would also be included for the decision to be recorded by the approving authority. The attached statement of the position, referred to in paragraph 5 is usually prepared on a mat, ready to be reproduced. It can be approved by signing, at which time promulgation can be expeditiously made.

(Page number)

CLASSIFICATION

FMFM 3-1 App. A Form 3

FORM 3

POINT PAPER

(Local variations and modifications as necessary to meet requirements.)

CLASSIFICATION

Code/Office Date

POINT PAPER

Subj:

The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

- 1. (The salient points which relate to the subject are listed.)
- 2. (These points are written as short concise statements.)
- 3. (The points are arranged in logical sequence (time permitting).)
- 4.
- 5.

<u>SUMMARY</u>

The salient paints are followed by an even more concise summary. This summary say include any conclusion or position which is appropriate.

(Page number)

CLASSIFICATION

C-3

FMFM 3-1 App. A Form 4

FORM 4

TALKING PAPER

(Local variations and modifications as necessary to meet requirements.)

CLASSIFICATION

Code/Office Date

TALKING PAPER

For use by (name or title of person for whose use the paper is prepared)

Subj:

The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

BACKGROUND

The background sets forth in concise terms what has gone before. It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly create this requirement?

DISCUSSION

The discussion is a concise narrative of all the salient points related to the topic under discussion. References that are used as a source are cited in the discussion.

RECOMMENDATION

Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the approving authority.

APPROVED

An approval block is provided for authentication by the approving authority.

ACTION OFFICER

(The name of the action officer who prepared the paper should be included.)

(Page number)

CLASSIFICATION

TRIP REPORT

From:
To:

Subj: SHORT TITLE- (Media Visit, Site Visit to RSS xxxx, etc.)

1. <u>Purpose</u>: Reason for your trip.

2. Travelers: Grade, initials, last name

3. <u>Itinerary</u>: Location, dates, personnel contacted.

- 4. <u>Discussion</u>: Describe the trip to someone who wasn't there. Give the facts. Also, provide clear concise descriptions of both negative and postive perceptions, meetings, etc. (To be outbriefed to NCOIC before your departure)
- 5. <u>Recommendations</u>: Recommend activities to be continued, ideas for improvements, initiatives to be lauded or shared with the rest of the RS or District. (To be outbriefed to NCOIC before your departure)

SIGNATURE Title FMFM 3-1 App. A Form 5

FORM 5

MEMORANDUM FOR THE RECORD

(Local variations and modifications as necessary to meet requirements.)

CLASSIFICATION

Code/Office Date

MEMORANDUM FOR THE RECORD

Subj:

The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

- 1. The first paragraph contains information on the occasion precipitating this memo for the record; i.e., meeting, conference, telephone conversation, persons involved, etc.
- 2. The second and subsequent paragraphs will contain:
 - a. Background and discussion (when necessary for clarity).
 - b. Conclusions reached and decisions made.
 - c. Staff agencies responsible for specific action (if applicable).

_____Signature

DECLASSIFICATION
INSTRUCTIONS
(As appropriate)

(Page number)

CLASSIFICATION

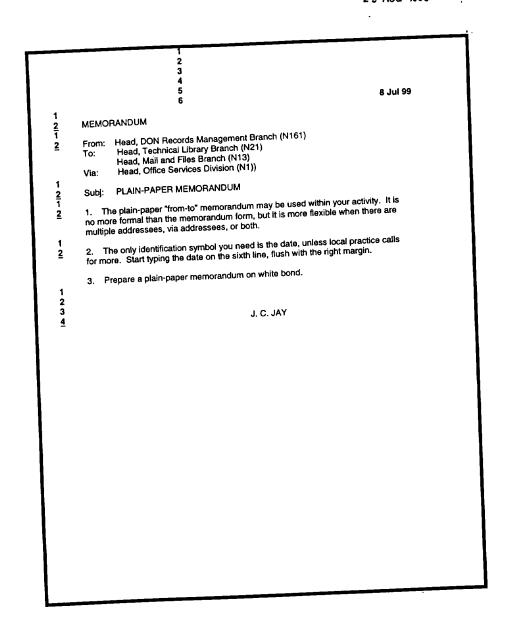


Figure 2-19. Plain-Paper "From-To" Memorandum

APPENDIX D

MPA Training & Assistance Visit Checklist

Area of Responsibility: Command/Staff Relations

Is the MPA informed of information and events within the command?
Does the MPA have direct access to the CO?
Is the MPA assigned collateral duties which detract or prevent the MPA from being able to complete assigned MPA functions?
Area of Responsibility: Internal Information
Does the MPA produce RS newsletters?
Recruiter Poolee Other
If newsletters are produced, does the command provide all necessary support for the successful completion and distribution of the newsletter(s)?
Does the RS conduct Retired Marine Luncheons?
If held, do recruiters attend these luncheons?
Area of Responsibility: External Information
Does the MPA participate in the Fleet Hometown News Program?
Does the MPA regularly distribute local news releases on newly arriving recruiters, as well as newly-joined recruits in the area?
Does the MPA maintain media working files as outlined in Vol. III?
Does the MPA maintain regular contact with RSS NCOICs to assist in their local media efforts?
Does the MPA maintain relationships with all media in the RS area?

Area of Responsibility: Community Relations

Does the MPA maintain a calendar of local significant events for each area of the RS?
Does the MPA maintain a file of local civic leaders, service groups, veterans organizations and other influencers within each community?
Does the MPA assist potential sponsors with completing and forwarding Armed Forces Participation Requests and Aircraft Static Display Requests?
Does the MPA assist the RS in completing successful Educator Workshops?
When applicable, does the MPA provide tickets and information to the command group for the annual U. S. Marine Band tour?
Area of Responsibility: Recruiter Support
Does the MPA receive support and assistance from NCOICs in completing the annual Recruiter Support Material order?
If not, does the MPA seek out this support?
Does the MPA conduct Enhanced Area Canvassing events?
Does the RS Command Group provide support and assistance in setting up EAC events?
Do the recruiters and/or NCOICs accompany the MPA on visits to their media?
Does the MPA have a copy of the National Ad Plan?
Does the MPA coordinate local awareness activities to coincide with national campaigns?
Are recruiters advised of advertising campaigns as they occur?
Do the MPA and NCOICs us the Recruiter Production Package?

Are : Recruite	_			outinely	submitted	to	the	MPA	for	submission	as
Does	the XO	verify	list	submissi	ions with	the	MPA	?			

APPENDIX E

PUBLIC AFFAIRS IG CHECKLIST

The following checklist is an expanded version of the Inspector General of the Marine Corps' Public Affairs checklist. Most of the questions are identical to those on the IG checklist.

Command/Staff relationships

- Y N NA Does the Commanding General/Officer take an active part in public affairs activities? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.b)
- Y N NA Does the Public Affairs Officer/or Noncommissioned Officer have direct access to the officer in command in all public affairs matters? (SECNAVINST 5720.44A w/Ch 1, para. 0104.b.4.b.7)
- Y N NA Is the PAO a member of the Special Staff? (FMFM 3-1, para. 1344)
- Y N NA Does the command have a public affairs SOP? (SECNAVINST 5720.44A w/ch 1, para 0104.b)
- Y N NA Does the Public Affairs Office have a permanent retention file and desktop procedures for all major recurring programs and events?
- Y N NA Is public affairs an element of consideration for all emergency action planning? (SECNAVINST 5720.44A w/ch 1, para 0802.b.2)
- Y N NA Does the command share public affairs lessons learned with the rest of the Marine Corps? (MCO 5000.17)

Public Affairs Campaign Plan

Y N NA Does the command have a Public Affairs Campaign Plan? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.3 and 0602.a)

- Y N NA Have diversity themes been incorporated into the public affairs campaign plan? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.3 and 0602.a)
- Y N NA Does the PA Campaign Plan contain guidance on Community Relations programs? (Commandant's Planning Guidance dated 1 July 1995, para. 11.c.4)
- Y N NA Is the PA Campaign Plan coordinated with the HQMC Division of Public Affairs Campaign Plan? (Commandant's Planning Guidance dated 1 July 1995, para. 11.c.2)
- Y N NA Is the PA Campaign Plan updated at least quarterly? (Commandant's Planning Guidance dated 1 July 1995, para. 11.c.2)
- Y N NA Is the PA Campaign Plan aligned with CMC's programmatic priorities? (Marine Corps Public Affairs Campaign Plan)
- Y N NA Does the PAO publish an annual milestone/events PA calendar to facilitate long range planning? (Marine Corps Public Affairs Campaign Plan)

Community Relations

- Y N NA Are public affairs personnel knowledgeable of the basic criteria for determining the propriety of Marine Corps participation in a community relations event?

 (SECNAVINST 5720.44A w/ch 1, para 0402)
- Y N NA Has the command established a planned program of tours of the installation? (SECNAVINST 5720.44A w/ch 1, para 0405.a)
- Y N NA Does the command periodically hold an "open house"? (SECNAVINST 5720.44A w/ch 1, para 0405.a and G-0405)
- Y N NA

 Is Armed Forces Day held as the principal public event to highlight the command's unique contribution to national defense and the Maritime Strategy? (SECNAVINST 5720.44A w/ch 1, para 0412.c)

- Y N NA Does the command participate in public events that support recruiting? (SECNAVINST 5720.44A w/ch 1, para 0414.d)
- Y N NA Does the PAO have a method of ensuring support for the command band, both in and outside the community relations area of responsibility? (MCO P5000.18, chapter 4)
- Y N NA Does the command have an active speakers program, with appropriate speaker support materials? (SECNAVINST 5720.44A w/ch 1, para 0308.i)
- Y N NA Does the command maintain an up-to-date contact file on civic, service, veterans, professional, and para-professional groups in the community? (SECNAVINST 5720.44A w/ch 1, para 0406.a.3)
- Y N NA Does the command have official membership in civic organizations? (SECNAVINST 5720.44A w/ch 1, para 0406.a)
- Y N NA Do the senior commander present and key officials maintain relations with local chapters of veterans' and military-related organizations? (SECNAVINST 5720.44A w/ch 1, para 0406.a)
- Y N NA Does the PAO ensure support for civilian fund-raising activities is in accordance with the Joint Ethics Regulations and other DoD Instructions? (DODI 5500.7-R, para 3-210, DoDI 5410.18, para V.C., and DoDI 5410.19, para F.1.a.(5)-(6))

Public Information

- Y N NA Are releases of national interest coordinated with higher headquarters? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.4)
- Y N NA Can the PAO release news of local interest? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.4)
- Y N NA Does the command have an inquiry staffing process that ensures responsiveness to public and media inquiry?
 (SECNAVINST 5720.44A w/ch 1, para. 0303)

- Y N NA Does the command maintain background files and current descriptive information covering organization, mission and history of the unit/command or installation?

 (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c)
- Y N NA Does the command maintain biographical files to include official photographs? (SECNAVINST 5720.44A w/ch 1, para 0511.h and 0511.i)
- Y N NA Does the command maintain close (positive) relations with the media? (SECNAVINST 5720.44A w/ch 1, para 0304)
- Y N NA Does the PAO have a media listing? (SECNAVINST 5720.44A $_{\rm W}$ /ch 1, para. G-0304.f)
- Y N NA Is visual information support adequate to accomplish the public affairs mission? (MCO P5290.1, para 5013)
- Y N NA Does the command maintain copies of news releases, and answers to news queries? (SECNAVINST 5720.44A w/ch 1, para 0306.b and 0306.i)
- Y N NA Does the command actively participate in the Fleet Home Town News Program? (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.5)
- Y N NA Is preparation of FHTN release part of the check-in process? (SECNAVINST 5724.3)
- Y N NA Are the requirements of the Freedom of Information and Privacy Acts understood by command personnel assigned to public affairs duties? (SECNAVINST 5720.44A w/ch 1, para 0302.f and 0204.b)

Internal Information

- Y N NA Are all HQMC-level products (Marines, MCNEWS, etc.) received and used? (SECNAVINST 5720.44A w/ch 1, para 0202d)
- Y N NA Does the command forward to CMC (PAM) copies of all news stories/ photographs/captions that have potential for use

- in Marines and MCNEWS? (SECNAVINST 5720.44A w/ch 1, para. 0202.d.1 and para. 0202.d.3)
- Y N NA Does the command provide input for "Navy-Marine Corps News This Week"? (SECNAVINST 5720.44A w/ch 1, para. 0202.c.2.e)
- Y N NA Were clippings (audio/video/print) of news items of Marine Corps interest submitted to CMC (PAM)?

 (SECNAVINST 5720.44A w/ch 1, para. 0202.d.2)
- Y N NA Does the command have an information vehicle to disseminate information to members of the command, such as a newsletter, newspaper, or other media/information channel? (Marine Corps Manual, para. 2813)
- Y N NA Is the command newspaper governed by a contract between the command and a publisher? (MCO 5600.47 and MCO P5600.31G)
- Y N NA Is the contract current and valid? (MCO 5600.47 and MCO P5600.31G)
- Y N NA Does the command newspaper incorporate some form of two-way communication? (SECNAVINST 5720.44A w/ch 1, para 0205.e)
- Y N NA Does the PAO maintain liaison with unit UIOs to coordinate unit stories, etc.? (SECNAVINST 5720.44A w/ch 1, para 0303.b)
- Y N NA Does the PAO have a system by which to ensure comprehensive and periodic internal coverage of all units, programs, issues, and events? (SECNAVINST 5720.44A w/ch 1, para 0205.e)
- Y N NA If the command has an appropriated funds newspaper, has it conducted a study within the past three years on the feasibility of converting to a commercial enterprise newspaper? (DODI 5120.4, pp. 8 and 7-1)

Operations and Exercises

- Y N NA Does the PAO have input/representation during the planning stages of major operations/exercises?

 (SECNAVINST 5720.44A w/ch 1, para. 0104.b.4.c.8)
- Y N NA Does the command incorporate public affairs planning for media coverage and DoD National Media Pool support requirements into exercise and contingency plans? (JOPS Vol. IV, SECNAVINST 5720.44A w/ch 1, para 0303.b)
- Y N NA Does the PAO have access to classified material and operations so that he or she can understand operational and administrative matters of importance to the command? (SECNAVINST 5720.44A w/ch 1, para 0501.a)
- Y N NA Is the public affairs staff exercised in crisis or contingency response? (SECNAVINST 5720.44A w/ch 1, para 0806.b)
- Y N NA Do contingency plans reflect integrated public affairs requirements in other annexes (i.e. communications, transportation and personnel)? (JOPS, Volume I)
- Y N NA Within FMF PA organizations, does the PAO have designated deployable equipment and personnel capable of supporting a short notice Joint Task Force (JTF) or other deployment? (Public Affairs Requirements Study, chapter 3)
- Y N NA Does the command understand its requirements to support the DoD 9 Principles of Combat Coverage? (MCO 5720.67)
- Y N NA Are PAOs and SNCOs trained to write public affairs guidance? (MCO 5700.5)
- Y N NA Are PAOs and SNCOs trained to write Annex Fs in accordance with JOPS? (JOPS Volume 1)

Administration and Training

Y N NA Did the Public Affairs Officer or Noncommissioned Officer

establish an MOS training program? (MCO 1510.62)

- Y N NA Does the command maintain current directives/regulations that govern the proper execution of the public affairs function? (MCO P5215.1G, para. 6001.1)
- Y N NA Does the public affairs office provide media training to members of the command and/or staff who would likely be involved in conducting media interviews? (Commandant's Planning Guidance, para. 11.c.3)
- Y N NA Does the public affairs office provide orientation/ training and offer assistance to UIOs to ensure their understanding of their collateral public affairs duties? (SECNAVINST 5720.44A w/ch 1, para 0303.b)

REQUEST FOR ARMED FORCES PARTICIPATION IN PUBLIC EVENTS (NON-AVIATION)

Form Approved OMB No. 0704-0290 Expires Jun 30, 2000

The public reporting burden for this collection of information is estimated to average 7 minutes per response, including tha time for reviewing instructions, searching existing data sources, gethering and maintening the data needed, and congleting and investigating the collection of information. Send comments regarding this burden extensive any other associated the collection of information, including suggestions to reducing the burden, to Department of Defense, Washington Headquerters Services, including suggestions for reducing the burden, 1215 Juliance Development, 2125 Juliance

EASE DO NOT RETURN YOUR FORM TO THE ABO his form is used to request all Armed Forces MI	OVE ADDRESS. RETURN COMPLETED FORM TO USICAL UNIT, TROOP, COLOR/HONOR GUARD	THE APPROPRIATE ADDRESS ON BAI , and/or EXHIBIT/EQUIPMENT parti	cipation in public events. T	he information is require	d to eval	luate
is form is used to request an Almed Forces in event for appropriateness and compliance wi sis.	ATT DED PORCES AND FOR ESSENCE THE TOTAL CONTROL OF THE TOTAL CONTROL OT THE TOTAL CONTROL OF THE TOTAL CONTROL OF THE TOTAL CONTROL OT		ections. All data will be no	indep bil a Tur Official		
	SECTION	I - EVENT DATA	T	3. TIME OF EVENT		
SPECIFIC REQUIREMENT (i.e., Band, Marching Un	nit, Color Guard, Tank, etc.)		2. DATE OF EVENT (YYYYMMDD)	B. FROM:		
			(FFFT MINUU)			
				b. TO:		
TITLE OF EVENT			5. EXPECTED ATTENDA			
and the state of t		7. ADDRESS OF EVENT (Street,	City, State, ZIP Gode)			
SITE OF EVENT (i.e., Park, Auditorium, etc.)			_			
	and assessed Armed	8. HAVE OTHER ARMED FORCE	S UNITS BEEN REQUESTED	TO SUPPORT		
PROGRAM (Describe program theme and objective Forces participation.)	, впо ригрове и миней	THIS EVENT? (If so, specify.)				
		1	_			
D. IS THIS EVENT BEING USED TO RAISE FUNDS	S FOR ANY PURPOSE?	11. IS, THERE ANY CHARGE? 6	e, admission, parking, etc. 11.	so, specify.)		
D. IS THIS EVENT BEING USED TO RAISE FORDS. (ii so, specify.)	, , , , , , , , , , , , , , , , , , , ,	,				
In 20, specify						
					T	NO
2. WILL ADMISSION, SEATING, AND ALL OTHER	ACCOMMODATIONS AND FACILITIES CONNECT	TED WITH THIS EVENT BE AVAILABLE	E 70	} <u> </u>	rES	
ALL PERSONS WITHOUT REGARD TO RACE, C	REED, COLOR, SEX OR NATIONAL UNION: 1/2 0/2					
	SECTION II - SPUNS	ORING ORGANIZATION DATA				
3. NAME OF SPONSORING ORGANIZATION					YES	NO
	(X appropriate box for	each item.)			-	
14. IS THE SPONSORING ORGANIZATION A CIVI	C DRGANIZATION?					
IS. DOES THE EVENT HAVE THE OFFICIAL BACK	ING OF THE LOCAL GOVERNMENT?				$-\dagger$	
18. DOES THE SPONSORING ORGANIZATION EX DISCRIMINATION IN ITS FUNCTIONS BASED	CLUDE ANY PERSON FROM ITS MEMBERSHIP O ON RACE, CREED, COLOR, SEX OR NATIONAL O	R PRACTICE ANY FORM OF RIGIN?				
17. SPONSOR'S REPRESENTATIVE						
a. NAME		b. ADDRESS (Street, City, Sta	ie, ZIP Code)			
c. PRIMARY TELEPHONE (Incl. area code)	1. SECONDARY TELEPHONE NUMBER					
s. FAX NUMBER (Incl. area code)	f. E-MAIL ADDRESS					
	SECTION III - SPONSOR	ING ORGANIZATION SUPPORT D	ATA		VCC	NO
IF REQUIRED, WILL THE SPONSOR P	ROVIDE: (X appropriate box for each item.)				YES	- NU
18. THE STANDARD MILITARY SERVICES ALLO	WANCE FOR MEALS, QUARTERS, AND INCIDEN					
TO TRANSPORTATION MEALS AND HOTEL A	CCOMMODATIONS FOR UNIT REPRESENTATIVE	S TO VISIT THE SITE PRIOR TO THE E	VENT?			\vdash
20 TRANSPORTATION COSTS FROM HOME ST	TATION TO THE EVENT AND RETURN FOR ARME	D FORCES PARTICIPANTS!				├
21 TRANSPORTATION COSTS FOR ARMED FO	RCES PARTICIPANTS BETWEEN THE SITE OF TI	IE EVENT AND THE HUTEL?				+-
22 TELEPHONE FACILITIES FOR NECESSARY	OFFICIAL COMMUNICATIONS AT THE SITE OF T	HE EVENT?				Ь
	SECTIO	N IV - CERTIFICATION				
73.1 am acting on behalf of the sponsoring of from the military services will contact me to operational commitments must take priority	organization and certify that the information pr discuss arrangements and costs involved prior and can preclude a scheduled appearance at a	rovided above is complete and accur r to final commitments, or to inform n approved public activity.			t represe nderstan	intative d that
a. SIGNATURE OF SPONSOR'S REPRESENTA			h. DAT	E SIGNED		

INSTRUCTIONS

- 1. This form is used to request Armed Forces musical unit, personnel, color/honor guard and/or exhibit/equipment participation in public events. The requested information is required to evaluate the event. Please complete all sections.
- 2. This form should be submitted to the appropriate unit (indicated in Instruction 5) not less than 30 or more than 90 days in advance of a scheduled program. Please realize that all Armed Forces units have specific military missions and training requirements. Participation in public programs will only be authorized when such support is in the best interests of the Department of Defense and the Military Services and does not interfere with mission or training programs. In all cases, operational commitments must take priority and can cause previously scheduled appearances to be cancelled.
- 3. Department of Defense policies require that Armed Forces participation in public events will be provided at no additional cost to the Government. The sponsor is required to pay, when necessary, the standard Military Services allowance for quarters and meals for all Armed Forces participants and for other services which have been determined in advance by the Military Services and agreed to by the sponsor. Transportation and meal costs are not usually incurred when support is provided from a local military installation. However, circumstances may dictate that reimbursement for any or all of these costs may be necessary. All costs are binding after a unit, personnel, or exhibit has arrived at an event site, even though weather conditions or other unforeseen circumstances force the event to be cancelled.
- 4. Armed Forces musical units are organized for ceremonial and traditional purposes and to support recruiting activities. How ever, they may be authorized to provide certain specified pre-sentations, such as patriotic ceremonies, for public programs. Armed Forces musical organizations are not permitted to provide entertainment, background, dinner, dance or other social music at public or private events in competition with the customary or regular employment of local civilian musicians. Limited resources permit only one band and/or choir to perform at an event, and the Military Services reserve the right to cancel support to sponsors who have scheduled more than one such unit.

5. Additional forms may be obtained through the office listed below or through the nearest military installation public affairs office. If you have questions regarding the information on this form please call the Directorate for Programs and Community Relations between 8:00 a.m. and 5:00 p.m. Eastern Time, Monday through Friday, holidays excepted: Commercial (703) 695-2036; FAX (703) 697-2577

MAIL COMPLETED FORM TO:

The Commander of the Military Installation closest to the event; OR the appropriate Military Service:

ARMY:

Office of the Chief of Public Affairs ATTN: Community Relations Team 1500 Army Pentagon Washington, DC 20310-1500

MARINE CORPS:

Commandant of the Marine Corps Headquarters, U.S. Marine Corps Code: PAC Washington, DC 20380-1775

<u>navy</u>:

Department of the Navy Office of Information Community Programs Division (OI-5) 1200 Navy Pentagon Washington, DC 20350-1200

Office of the Secretary of the Air Force Office of Public Affairs (SAF/PAC) 1690 Air Force Pentagon Washington, DC 20330-1690

NATIONAL GUARD BUREAU:

National Guard Bureau ATTN: NGB-PA (ComRel) Room 20400 2500 Army Pentagon Washington, DC 20310-3500

SPONSOR: PLEASE RETAIN A COPY OF THIS FORM FOR FUTURE REFERENCE.

24. REMARKS (Use this area to continue any items if necessary. Reference by section and item number.)

Marine Barracks, Washington, D.C.

"The Oldest Post of the Corps"

Public Affairs Office 8th & I Sts., SE Washington, D.C. 20390



(202) 433-4173/4497 DSN 288-4173/4497 **FAX XXX-5269**

THE UNITED STATES MARINE CORPS BATTLE COLOR CEREMONY

The Battle Color Ceremony demonstrates the qualities that best exemplifies the title "Marine." The pride, discipline, esprit de corps, tradition, and teamwork intrinsic in this ceremony are qualities that have been honorably handed down to each successive generation of Marines since the Corps was founded on November 10, 1775.

The Marines featured in the Battle Color ceremony—the Marine Corps Color Guard, led by the Color Sergeant of the Marine Corps; "The Commandant's Own," the U.S. Marine Drum and Bugle Corps, and the Silent Drill Platoon—are all assigned to the "Oldest Post of the Marine Corps," Marine Barracks, Washington, D.C. These Marines appear in countless ceremonies annually in Washington, D.C., across the country and abroad.

The Battle Colors are the Official Colors of the Marine Corps. The numerous streamers and silver bands that grace the Colors represent every battle, campaign and expedition the Corps has participated in since its founding more than two centuries ago. Marine Barracks, Washington, D.C. is privileged to be entrusted with the care of the Battle Colors. The Color Sergeant has the responsibility of carrying the National Colors, and by virtue of that billet is considered the "senior" sergeant in the Marine Corps. He is selected for this important position from among many other outstanding sergeants throughout the Marine Corps.

The U.S. Marine Drum and Bugle Corps, known as "The Commandant's Own," is the epitome of musical excellence. Their superb and creative marching skills, coupled with musical excellence, is testimony to their year-round rigorous training regimen. These talented musicians combine beautifully arranged comtemporary songs and traditional marching music with uniquely choreographed drill movements in a program entitled "Music in Motion."

--more--

BATTLE COLOR DETACHMENT 2-2-2

The Silent Drill Platoon performs a dazzling exhibition of precision drill unlike any one has seen. With shiny bayonets fixed atop their brilliantly finished M-1 rifles, these Marines will excite one with their intricate drill routine performed without the aid of verbal command. The Silent Drill Platoon's Rifle Inspector will highlight the performance with his unrivaled mirror-like inspection of one of his Marines.

Compiled by the Public Affairs Office, Marine Barracks, Washington, D.C.

UNITED STATES MARINE DRUM AND BUGLE CORPS

The United States Marine Drum and Bugle Corps performs military and popular music for hundred of thousands of spectators across the United States each year.

The Corps of approximately 80 Marine musicians, dressed in their ceremonial red and white uniforms, is known world-wide as a premier marching musical unit.

Throughout the summer months the unit performs in the traditional Friday Evening Parades held at the Marine Barracks, Washington, D.C., and in Sunset parades at the Marine Corps War Memorial (Iwo Jima Statue) in Arlington, Va., every Tuesday evening.

During the year, the Drum and Bugle Corps travels more than 50,000 miles annually, performing in nearly 400 events across the nation and abroad.

The history of the unit can be traced to the early days of the Marine Corps. On the 18th and 19th centuries military musicians, or "field musics," provided a means of passing commands to Marines in battle formations. The sound of various drum beats and bugle calls could easily be heard over the noise of the battlefield and signaled Marines to attack the enemy or retire for the evening. Through the 1930's, Marine Corps posts were still authorized a number of buglers and drummers to play the traditional calls and to ring a ship's bell to signal the time.

The United States Marine Drum and Bugle Corps was formed in 1934, at historic Marine Barracks, Washington, D.C., to augment the United States Marine Band. The unit provided musical support to ceremonies around the nation's capitol and, during World War II, as additionally tasked with Presidential support duties. For this additional role, they were awarded the scarlet and gold breastcord by President Franklin Delano Roosevelt which they display on their uniform.

When the war ended, the drum and Bugle Corps resumed performing at various military and public ceremonies.

In the early 1950's the unit gained considerable acclaim performing for an increasing number of civilian audiences. Music composed specifically for their unique selection of instruments helped establish their reputation for excellence during this period. These factors also led to the unit's formal designation as "The" official U.S. Marine Brum and Bugle Corps, and as "The Commandant's Own"--a title noting their special status as musicians for the Commandant of the Marine Corps.

In the tradition of their "field music" predecessors, the musicians in "The Commandant's Own" are Marines in the truest sense of the word. Every enlisted member of the unit is a graduate of Marine Corps recruit training and is trained in basic infantry skills. Prior to enlisting, each Marine must pass a demanding audition for service in the Drum and Bugle Corps. Following boot camp and basic infantry training, the Marines are assigned to "The Commandant's Own."

Compiled by the Public Affairs Office, Marine Barracks, Washington, D.C.

UNITED STATES MARINE CORPS SILENT DRILL PLATOON

The United State Marine Corps Silent Drill Platoon that performs a 10-minute precision drill exhibition. This highly disciplined Platoon exemplifies the discipline and professionalism associated with United States Marines.

The Silent Drill Platoon first performed at Marine Barracks, Washington, D.C., in 1948 as a single performance but received such a tremendous ovation that it soon became part of the routine parades.

The Marines are hand selected from the Schools of Infantry (SOI) located in Camp Pendleton, Calif., and Camp Lejeune, N.C., from interviews conducted by Barracks personnel. Once selected, the Marines are assigned to Marine Barracks, Washington, D.C. to serve a two-year ceremonial tour. Throughout the year, these Marines continue to sharpen their infantry skills at the Marine Corps Combat Development Command, Quantico, Va. and other bases.

Experiences members of the Silent Drill Platoon have the opportunity to try out for rifle inspector. They must go through inspection Platoon tryouts that are graded by rifle inspectors of the previous year. Only two Marines will become the rifle inspectors.

Once the year's Silent Drill Platoon is selected, they begin their training at Marine Barracks, Washington and continue to train at Yuma, Ariz. during February and March. They continually work on perfecting their routine year-round.

Throughout the year, they perform at Marine Barracks, Washington, D.C. during the summer, and in numerous events across the United States and abroad.

Compiled by the Public Affairs Office, Marine Barracks, Washington, D.C.

REQUEST FOR MILITARY AERIAL SUPPORT

ALL EVENT SPONSORS MUST READ THE INSTRUCTIONS ON PAGE 4 BEFORE COMPLETING THIS FORM.

DOD REQUEST NUMBER

Form Approved OMB No. 0704-0290 Expires Jun 30, 2000

public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, thering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0290), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

	SEC	TION I - A	CTIVITY				
. CATEGORY REQUESTED (X and	(1) DATE OF EVENT	(2) TYPE #	ARCRAFT REQUESTED	(3) MILIT	(3) MILITARY SERVICE REQUESTED		
complete as applicable)	(YYYYMMDD)	ANY (X)	SPECIFIC (Optional)	ALL (X)	SPECIF	C (Optional	"
a. FLYOVER (See paragraph 4 of Instructions)							
b. STATIC DISPLAY (See paragraph 6 of Instructions)							
c. SINGLE AIRCRAFT DEMONSTRA- TION (See para. 7 of Instructions)							
d. OTHER AERIAL SUPPORT (i.e. Parachute Demo, SAR Demo)							
. AERIAL DEMONSTRATION TEAM (X all requested. See Instructions.)	(a) PRIMARY DATE (YYYYMMDD)	(b) ALTER	NATE DATE(S)		DAT	LL CONSIDER ANY E DURING AIR SHOW	
U.S. ARMY GOLDEN KNIGHTS					SEA	SON (X one)	'
U.S. NAVY BLUE ANGELS		ŀ				YES	
U.S. AIR FORCE THUNDERBIRDS						NO	
	SECTION II - EV	ENT AND	SITE INFORMATION	<u> </u>			
.a. EVENT TITLE					T =		
). SITE OF EVENT	c. CITY AND STATE		d. SITE ELEVATION (Feet above sea level)		e. RUN	WAY 3TH X WID	TH
. ARRESTING GEAR (X one)	g. TYPE OF SITE (i.e.,	airport, park, la	ike, etc.)				
I certify that an agreement has been made with the above. NAME (Last, First, Middle Initial)	b. TITLE	ndicated in Se	coon it to use the event sto			(Include are	a code)
I. SIGNATURE				e. DATE SIGNED (YYYYMMOD)			
		T					1
i. INCLUSIVE DATES OF EVENT (YYYYMMDD)		PARTIC	RE CIVILIAN AVIATION/AERI EPATION PLANNED FOR TH	EVENT? (X on)	_	Y
. ATTENDANCE		7. PLANN	ED MEDIA COVERAGE (X as	applicable)			
. PROJECTED 6. PRIOR EVE	NT		TELEVISION		PRINT		
			RADIO		NONE		
	SECTION III	- SPONSO	RINFORMATION		- '1	b. TYPE (X	ned.
I. LOCAL SPONSORING ORGANIZATION I. NAME							ROFIT
	TOD THE FUTEET						IONPROFI
D. POINT OF CONTACT FOR AVIATION ACTIVITIES MS.	b. NAME (Last, First,	Middle Initial				c. RANK (//	(military)
MR. OTHER	B. NAME (Last, Fast,	MINIONE INCHAI)	-			c. name //	nuncery)
. ADDRESS	(a) OITY		_,	121 67-1	·c -	(A) 710 005	
1) NUMBER AND STREET/SUITE NUMBER	(2) CITY			(E)		(4) ZIP COE	JE
					10. (Include		

0.5	CTION III - SPONSOR INFORMATION (Continu			
		lea/	YES	NO
10. IS EVENT OFFICIALLY SUPPORTED BY LOCAL GOVERNI	AENT (X one)			
WILL YOU PROVIDE POST-EVENT REPORT ON REQUEST	[7 (X one)			
12. DOES SPONSORING ORGANIZATION PERMIT MEMBER: (X one)	SHIP WITHOUT REGARD TO RACE, RELIGION, SEX OR COLOR			
13. WILL ALL ASPECTS OF THIS EVENT BE AVAILABLE TO SEX OR COLOR? (X one)	ALL PERSONS WITHOUT REGARD TO RACE, RELIGION,		ļ <u>. </u>	
14. WILL THE EVENT BE OPEN TO THE GENERAL PUBLIC?				
SECTION IV - FEDERAL A	AVIATION ADMINISTRATION (FAA) COORD	NATION (Airspace Coordination)		
THE FLIGHT STANDARDS DISTRICT OFFIC	FOR U.S. MILITARY SUPPORT, THE SPONSOR N CE RESPONSIBLE FOR CONTROLLING THE AERIA	AL ACTIVITIES AT THE EVENT S	SITE.	
for all U.S. military aviation activities described in Se	rview of the United States Department of Transportation, Fed ction I <u>EXCEPT AIRCRAFT STATIC DISPLAYS</u> . THE SPONSOI ETED, TO THE FLIGHT STANDARDS DISTRICT OFFICE (FSDO) he sponsor for submission to DoD. Sponsors will allow a mini	R WILL FORWARD THIS DOCUMENT, WI HAVING JURISDICTION OVER THE SITE	ITH SECTI E. After ca	DNSI
15. FLIGHT STANDARDS DISTRICT OFFICE REVIEW I have reviewed the requested activity in Section I and	determined that: (X and complete as applicable)			
a. FAA/OTHER GOVERNMENTAL WAIVER IS NOT	REQUIRED. 4			
b. WAIVER IS REQUIRED FOR THE FOLLOWING EV	/ENT(S) LISTED IN SECTION I: (Specify)			
COORDINATION WAS BEEN ACCOMPLISHED W	ITH CONTROLLING AIR TRAFFIC CONTROL FACILITY.			
d. AIR TRAFFIC COORDINATION IS NOT REQUIRE				
DEMONSTRATION SITE EEASIBILITY STIRY IS	S REQUIRED AND SITE PLAN WAS SUBMITTED BY THE SPON	NSOR. (Must meet		
show line, crowd line, airspace para of show center.)	meters and show congested areas, dwellings, tho	proughfares, and obstructions w	ithin 3 M	JM
f. DEMONSTRATION SITE FEASIBILITY STUDY I				
18. FEASIBILITY DETERMINATION Based upon my rev		UNICATIONACTORY		
SATISFACTORY	CONDITIONAL SATISFACTORY (See NOTE)	UNSATISFACTORY (See NOTE)		
NOTE: If the show site is marked "Conditional Satisfactory Comments section. If the show site is marked "Unsatisfact 17. ADDITIONAL COMMENTS (Mandatory if FARs are waived)	/", explain the conditions which must be met by the show spo tory," the request for the applicable activity cannot be accepted	meor to provide a "Satisfactory" aite in i ad by the Department of Defense.	the Addition	mal
18. COORDINATING OFFICIAL a. NAME (Last, First, Middle Initial)	b. FLIGHT STANDARDS DISTRICT OFFICE	c. TELEPHONE NO. (Include area	a code)	
an incising fraction to the state of the sta				
d. SIGNATURE		DATE SIGNED (YYYYMMOD)		

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INSTRUCTIONS

- 1. The attached form is used to request U.S. Armed Forces aircraft participation at public events (maximum of 3 deys) in support of community relations programs held outside a military installation, and for requesting an erial demonstration team (U.S. Army Golden Knights, U.S. Nevy Blue Angels, or U.S. Air Force Thunderbirds) to perform on or off a military installation, worldwide. Civilian sponsors must use the form in all instances, while military sponsors need only use this form when requesting performances by the Golden Knights, Blue Angels, or the Thunderbirds (includes joint-use eirfields/facilities). This form is used by DoD to determine eligibility of an event for military serial support. Once an event has been approved as eligible, it is the event sponsor's responsibility, working through the individual Service public affairs offices, to gain support.
- 2. The event sponsor is responsible for gaining the completion of Section IV, FAA Coordination, prior to submission of the form to DoD. The local Flight Standards District Office which has jurisdiction over the event site will complete all appropriate blocks in Section IV. Requests for static displays only do not require FAA coordination. Complete Sections I III and V VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV.
- 3. The local sponsoring organization is responsible for the accurate completion of the form and conducting the event. The information on this form must be typed or printed in ink, and is used to evaluate the event for compliance with public law and Department of Defense policies, and to determine its eligibility for Armed Forces participation. In all cases, military participation must not interfere with military operations and training programs, and must be at no additional cost to the U.S. Government. Sponsors will consult with local military recruiters and provide, at no charge, prime space at the event site for recruiting activities. Department of Defense is unable to support events for which sponsorship is intended to make a business profit. Events which have an admission charge, or other associated charges, do not necessarily preclude military participation. Military commands cannot participate in events which charge admission unless the military participation is incidental to the event, and not the primary attraction. Incomplete forms, or forms submitted late, cannot be onsidered and will be returned to the sponsor's representative.
- 4. Requests for flyovers will be considered only if the event is aviation oriented (i.e., air shows, airport anniverseries or dedication events), or for patriotic observances (f day only) held in conjunction with Armed Forces Day, Memorial Day, Independence Day, POW/MIA Recognition Day, or Veterans Day (event must be within seven days of the actual holiday date to be considered). Flyovers may be performed by operational or training aircraft as determined by the Services. Sponsors of events other than bona fide air shows are prohibited from scheduling more than one Service to conduct the flyover. Once confirmation of Service participation is gained, other Services will not participate in the event. The Blue Angels and Thunderbirds do not perform flyovers. Requests for flyovers must be received for processing at least 90 days prior to the event for full consideration by the Services. Requests received closer than 90 days may not allow adequate planning for some organizations to support. Requests received 30 days or closer will not be considered. Flyover requests for formal observances of the stated patriotic holidays (no more than four of the same type aircraft making a single pass) may be forwarded to a Service command cr a military installation public affairs office. Complete Sections I - III and V - VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. The missing man formation will not be flown in support of any activities requested on this form. It is reserved for funeral services in honor of active duty rated/designated aviators or dignitaries of the Federal Government or as determined by the Military Services.
- 5. Requests for <u>aircraft static displays</u> will <u>only</u> be considered for air shows, airport events, expositions and fairs, and public events which contribute to the public knowledge of Armed Forces equipment and capabilities (including recruiting and ROTC events). Complete Sections I III and V VII (Section IV is not applicable when requesting static displays only). Requests may be sent from the sponsoring organization to OASD(PA) Directorate for Programs and Community Relations (DPCR), a Service command public affairs office, or directly to a military installation public affairs office at least 90 days prior to the event for full consideration by all Services. The sponsor must satisfy all safety and operational requirements for the requested sircraft. Requests received closer than 90 days may not allow adequate planning for some organizations to support. Requests received 30 days or closer will not be considered.

- 6. Civilian-sponsored requests for performances by a flight demonstration team (Blue Angels and Thunderbirds) will be considered only for events which are: (1) aviation oriented (i.e. air shows, airport events, historical aviation events); (2) planning civilian aviation participation; (3) open to all Military Services for participation, and (4) held during the air show season (mid-Merch to mid-November). A partial reimbursement cost (querters and meals) of \$6,000 per official demonstration (including any performance where admission is charged to view a team) is payable by all nonmilitary sponsors as indicated in the team support manual. Appearances on a military installation or sponsored by a military organization will only be approved in support of an official installation "open house" program (no admission charge/entrance fee). All event sponsors are required to comply with all aspects of the team support manual, as applicable. All requests for an aerial demonstration team must be received by OASD(PA)DPCR by August 1 of the year preceding the year of the event. Complete Section - III and V - VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. The annual schedule will be released in December of the year prior to the season. Subsequent to public release of the schedules, teams will be rescheduled if a scheduled event is cancelled, the original sponsoring organization is changed, or the original event site is changed. Previously validated requests will automatically be reconsidered. NOTE: Blue Angels and Thunderbirds require 6,000 and 7,000 foot runways, respectively, at or within 30-50 nautical miles of the demonstration site. The Blue Angels also require arresting gear located within 80 nautical miles of the demonstration site.
- 7. Requests for single aircraft demonstrations (i.e., F-15, F-14, Harrier) will be considered for events as described in paragraph 6 (1) through (4) above. Requests for single a reraft demonstrations must be approved by OASD(PA) DPCR. Army and Air Force single aircraft demonstrations must be received for processing at least 90 days prior to the event. USMC Harrier (AV-88) and Nevy demonstration requests must be received by January 31 each year. The Harrier demonstration can only be performed over a prepared hard surface or open water. (Scheduled Harrier events will receive two electeft, one for demonstration and one for static display. Fifty gallons of distilled water must be provided for each Harrier demonstration.) Meals, lodging, and transportation for the aircrews must be provided by the sponsor.
- 8. Civilian-sponsored requests for the U.S. Army Parachute Team, the Golden Knights, will be considered for events such as air shows, airport dedications and anniversaries, expositions and fairs, events sponsored by the Army, and those events which contribute to the public knowledge of military and sirborne operations, equipment and capabilities. All requests must be received by OASD(PA)DPCR by October 1 of the year preceding the year of the event. Appearances on a military installation will only be approved in support of an official "open house" program. All sponsors, military and civilian, are required to reimburse the team for quarters, meals, ground transportation, and a designated rate for the jump platform (aircraft), as determined by the team, at least two weeks prior to the event (approximately \$2,500 per official show day). The annual schedule will be released in mid-January (approximately 45 days after the flight demonstration teams' schedules). After the official schedule is released, the Golden Knights will consider "add on" performances if received by OASD(PA)DPCR at least 60 days prior to the date of the event. In the event of cancellations, all requests previously validated will automatically be reconsidered, as required. Complete Sections I - III and V - VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of
- 9. Additional forms may be obtained through the office listed below or through the marest military installation public affairs office. Check with the office below for changes to the form. If you have questions regarding the information on this form, please call the Directorate for Programs and Community Relations between 8:30 a.m. and 5:00 p.m. Eastern Time, Monday through Friday, holidays excepted:

Commercial: (703) 695-9368 DSN: 225-9368 FAX: (703) 695-4323

MAIL COMPLETED FORM TO:

Aviation Liaison Officer
Directorate for Programs and Community Relations, Room 1E776
1400 Defense Pentagon

Washington, DC 20301-1400

SPONSOR: PLEASE RETAIN A COPY OF THIS FORM FOR FUTURE REFERENCE.

APPENDIX I

UNITED STATES MARINE CORPS



FOR IMMEDIATE RELEASE:

LOCAL YOUTH ENLISTS IN MARINE CORPS

DATELINE	, son of _	
in	and a senior at	
High School in	, recently enlist	ed in the United
States Marine Corps Delay	ved Entry Program.	This program allows
high school seniors to en	nlist in the Marine	Corps and defer
going to recruit training	g until after gradua	ation.
During recruit traini	.ng,	will
learn military customs an	nd courtesies, first	aid and a variety
of military related subje	ects. Marine Corps	"boot camp" is a
rigorous training period,	both physically an	nd mentally, designed
to enhance raw talent and	d create the moral d	discipline required
of all Marines.		
After graduation, new	<i>M</i> arines learn thei	r occupation
specialties at formal sch	nools and gain furth	ner knowledge from
on-the-job training.		
was e	enlisted by	
from Recruiting Substatio	on	located at
in		For
more information, call ($_$)	•
Т	1	

UNITED STATES MARINE CORPS

FOR IMMEDIATE RELEASE



FOR IMMEDIATE RELEASE:

LOCAL YOUTH ENLISTS IN MARINE CORPS
DATELINE, daughter of
in and a senior at
High School in, recently enlisted in the
United States Marine Corps Delayed Entry Program. This program
allows high school seniors to enlist in the Marine Corps and
defer going to recruit training until after graduation.
During recruit training,will
learn military customs and courtesies, first aid and a variety
of military related subjects. Marine Corps "boot camp" is a
rigorous training period, both physically and mentally, designed
to enhance raw talent and create the moral discipline required
of all Marines.
After graduation, new Marines learn their occupation
specialties at formal schools and gain further knowledge from
on-the-job training.
was enlisted by
from Recruiting Substation located at
in For
more information, call ()

UNITED STATES MARINE CORPS



FOR IMMEDIATE RELEASE: LOCAL MARINE RETURNS HOME AS RECRUITER ASSISTANT DATELINE -- _____, who enlisted in the United States Marine Corps in ______ is presently working at Recruiting Substation _____ as a Recruiter Assistant. He completed recruit training at Marine Corps Recruit Depot San Diego, Calif. and graduated in During recruit training, ___ military customs and courtesies, first aid and a variety of military related subjects designed to create the moral discipline required of all Marines. __ _____in ____ was enlisted by _____ _____ from Recruiting Substation _____ located at _____ _____ in _____. For more information, call (____)____

UNITED STATES MARINE CORPS



FOR IMMEDIATE RELEASE:

LOCAL MARINE RETURNS HOME AS RECRUITER ASSISTANT
Dateline , who
enlisted in the United States Marine Corps in
is presently working at Recruiting Substation as a Recruiter Assistant. She
completed recruit training at Marine Corps Recruit Depot Parris
Island, S.C. and graduated in
During recruit training,learned
Military customs and courtesies, first aid and a variety of military
related subjects designed to create the moral and discipline
required of all Marines.
, daughter of
inwas enlisted by
from Recruiter Substation
located atin
For more information, call
()

UNITED STATES MARINE CORPS



FOR IMMEDIATE RELEASE: LOCAL YOUTH ENLISTS IN MARINE CORPS DATELINE -- _____, son of _____ , recently enlisted in the United States Marine Corps Delayed Entry Program. This program allows high school seniors to enlist in the Marine Corps and defer going to recruit training until after graduation. During recruit training,__ learn military customs and courtesies, first aid and a variety of military related subjects. Marine Corps "boot camp" is a rigorous training period, both physically and mentally, designed to enhance raw talent and create the moral discipline required of all Marines. After graduation, new Marines learn their occupation specialties at formal schools and gain further knowledge from on-the-job training. ____was enlisted by_____ from Recruiting Substation_____located at _____in____. For more information, call (____)____

UNITED STATES MARINE CORPS



FOR IMMEDIATE RELEASE:

LOCAL YOUTH ENLISTS IN MARINE CORPS

DATELINE, daughter of	
, recently	
listed in the United States Marine Corps Delayed Entry	
ogram. This program allows high school seniors to enlist in	
Marine Corps and defer going to recruit training until after	
aduation.	
During recruit training,will	
arn military customs and courtesies, first aid and a variety	
military related subjects. Marine Corps "boot camp" is a	
gorous training period, both physically and mentally, designed	
enhance raw talent and create the moral discipline required	
all Marines.	
After graduation, new Marines learn their occupation	
ecialties at formal schools and gain further knowledge from	
the-job training.	
was enlisted by	
om Recruiting Substationlocated at	
in For mo	re
Formation, call ()	

UNITED STATES MARINE CORPS

FOR IMMEDIATE RELEASE:

LOCAL STUDENT MUSICAN HONORED FOR MUSICAL EXCELLENCE

DATELINE,	daughter or son of
inin	_and a senior at
High	School was recently presented the
Semper Fidelis Award for Musical Exce	ellence by United States Marine
Corps.	
This award is presented annually	to a senior musician in
each high school band, selected by th	ne band director, who holds
a first chair and is capable of perfo	orming as a soloist. Not
only is the awardee cited as being a	superb musician, but, must
be recognized as being an outstanding	g young citizen as well.
The award was presented by Sgt $_$	the
local Marine Corps recruiter, during	the school's annual awards
ceremony.	
For more information on Marine Co	orps Award programs or
musical opportunities, call	•
I-7	

UNITED STATES MARINE CORPS

FOR IMMEDIATE RELEASE:

UNITED STATES MARINE CORPS

FOR IMMEDIATE RELEASE:

LOCAL ATHLETE HONORED

DATELINE , d	aughter or son of
in	and a student at
High Sc	hool was recently presented
the Distinguished Athlete Award by U This award is presented annually school, selected by the athletic dir in varsity athletic activities has d as an exemplary citizen and role mod	to an athlete in each high ector, who while taking part istinguished him or herself
exhibiting the traits of courage, po	
leadership.	
The award was presented by Sgt	the
local Marine Corps recruiter, during	the school's annual awards
ceremony.	
For more information on Marine C Marine Corps opportunities, call	orps Award programs or

I-9

APPENDIX J

MEDIA VISIT CHECKLIST

1. PREPARATION

A. OBJECTIVES

- 1) MAKE CONTACTS, DEVELOP RELATIONSHIPS
- 2) ESTABLISH OR RE-AFFIRM MEDIA REQUIREMENTS
- 3) GET YOUR MARINES AND POOLEES TN THE NEWS
- 4) INCREASE PSA
- 5) FIND OUT WHAT THE STATION IS DOING WITHIN THE COMMUNITY

B. EQUIPMENT

- 1) BUSINESS CARDS
- 2) TAPES/PHOTOS/ARTICLES/STORY IDEAS
- 3) PSAs
- 4) RECRUITER SUPPORT MATERIALS (CUPS, CAPS, KEY CHAINS, ETC.)
- 5) STATION AWARDS

3. INTRODUCTION

- a. NAME/TITLE
- b. BUSINESS CARD

4. STATE PURPOSE

- a. GET MARINES IN THE NEWS
- b. DISCUSS PSAs
- c. FIND OUT ABOUT STATION COMMUNITY RELATIONS EVENTS
- d. MAINTAIN CONTACT/TAKE TO LUNCH
- e. DISCUSS STATION NEEDS

5. CLOSE

- a. TENTATIVELY SCHEDULE NEXT VISIT
- b. LEAVE THE APPROPRIATE RECRUITER SUPPORT MATERIAL

APPENDIX K

MARINE CORPS RECRUITING COMMAND, PUBLIC AFFAIRS GUIDANCE

FEMALE RECRUITERS

<u>Purpose</u>. Provide public affairs guidance for the Marine Corps Recruiting Command concerning Kassebaum Baker Panel recommendation to increase number of female recruiters.

<u>Background</u>. The Secretary of Defense William S. Cohen convened the Kassebaum Baker Panel to review gender integrated training and related issues following incidents of sexual misconduct in the military Grounds, Md. The services had 90-days to review the panels recommendations and provide comment to the secretary. After reviewing the services comments, the secretary issued his guidance to them on March 16. One of the panel's recommendations is to increase the number of female recruiters. The Commandant of the Marine Corps concurs and is seeking ways to increase their numbers.

<u>Action</u>. The following guidance is provided for response to media/public query:

<u>Statement</u>

The Marine Corps concurs with the Kassebaum Baker Panel recommendation to increase the number of female recruiters. The Recruiting Command is seeking ways to accomplish the increase. There are approximately 8,000 female Marines on active duty, but only 25 percent are career Marines who qualify for assignment to recruiting. Those 2,000 females also provide our sole source of Drill Instructors and instructors at Military Occupational Skill schools which puts increased demands on their small numbers. As we have increased the number of women in the Marine Corps, we are making a concerted effort to have our recruiter population reflect that growth. We are not there yet. However, more females are now assigned to recruiting duty than ever before. Last year we began the assignment of female majors as Recruiting Station Commanding Officers and the assignment of female company grade officers as Recruiting Station Executive and Operations Officers. Four of our seventy-one Officer Selection Officers are currently females. We are actively seeking more female staff noncommissioned officers to join our career recruiter force. The simultaneous competing demands for drill instructors, recruiters, and Marine Security Guard Battalion personnel, all chosen from

the best of our female noncommissioned officers and staff noncommissioned officers, add to the challenge of keeping as many females on recruiting duty as we would like. Our recruiting stations augment their female recruiters by using female Marines from around the Marine Corps, including Drill Instructors, to attend functions with members of the Delayed Entry Program. Their express purpose is to speak directly with prospective female Marines and answer their questions.

<u>Ouestions</u> and <u>Answers</u>

- Q1. When you say you are making an effort to increase the number of women in recruiting, can you be more specific about how close you are and how\ you are making that effort.
- Al. I mean that we are seeking to have our recruiting force mirror our active duty population of men and women. We are, in fact, very close to that end. Out of 71 total Officer Selection Officers, 3 are women or 4.2 percent. Two of our 48 Recruiting Station Commanding Officers are women, also 4.2 percent the overall percentage of female officers in the Corps is at 4.4 percent. On the other hand, 6 out of 48 or 12.5 percent of the Public Affairs representatives at the Recruiting Stations are women; overall in support billets, we have a total of 77 women assigned. Our greatest shortfall is in the number of canvassing recruiters.
- Q2. Why is the number of female enlisted recruiters short?
- A2. To truly reflect the total 5.4 percent of women in the Marine Corps today, we would need 143 recruiters and we have only 68 today. We actively seek qualified women to become recruiters but must work within the constraints of available manpower. Out of 8400 women in the Corps today, only 2400 of them are in the correct Career Marine ranks to be eligible for assignment to recruiting duty. With the rigors of life on recruiting away from the support of military facilities, our recruiters must pass a stringent screening test to ensure they are under as little personal hardship during the tour and will not receive the orders if this will be the case. Our command works hard to ensure our Marines and their families enjoy the same quality of life as other Marines during their tour with MCRC. As I mentioned earlier, my command also has to compete with the needs for women Marines as Drill Instructors at the recruit depot at Parris Island, instructors at Military Occupational Specialty schools, and duty with Marine Security Guard Battalion.

- Q3. What duties do the women Marines assigned to MCRC perform?
- A3. We have women commanding our recruiters, seeking out potential Marine Corps officers, and actively recruiting enlisted Marines. There is no facet of this command where at least one woman Marine is assigned as a staff member and in leadership positions.
- Q4. Do you have any immediate plans to increase the number of women recruiters?
- A4. We are working with manpower to bring as many women into recruiting as possible, within the guidance we have for eligibility for this arduous duty. We will continue, as we have in the past, to meet our contracting goals for women coming into the Marine Corps. Hopefully, more women will be on active duty into the Career Marine provisions that will make them eligible to be considered for duty as recruiters.
- Q5. What qualifications are there to become a recruiter?
- A5. Marines being considered for selection to duty as a recruiter must be in the ranks between corporal and master sergeant, possess a high school diploma or a GED, have a military general score of 90 or above and have a valid driver's license. Sergeants and corporal may have no more than 2 family members in their household and staff sergeants, gunnery sergeants and master sergeants may have not more than four members due to the isolation from military commissaries, housing, medical care and other support services. The Marine may not have had any record of disciplinary action or drug related offenses in the past five years; there must not have been any alcohol related incident in the past two years. The Marine must be physically fit. Additionally, no one in the Marine's family should require unusual or recurrent medical and dental care. Marines who are enrolled in command-directed stress management courses are ineligible for recruiting duty, as are Marines who are separated or going through divorce proceedings. MCRC may approve single parents for recruiting duty on a case by case basis. Marines must also demonstrate financial stability by having approximately \$800 to \$900 net funds available each month. Marines must meet height, weight and appearance standards and will not be considered if there is a stutter or other speech impediment to communicating with the public, as well as demonstrate to the screening officer an ease in speaking with strangers and a personable attitude.

Failing any one of these qualifications can prevent a Marine from being assigned to recruiting duty.

Just like we screen Marine Corps applicants to disqualify them from service, we screen Marines to disqualify them from recruiting duty. We do not want to put Marines into a duty in which they are destined to fail. Our Marines on recruiting duty succeed because they can single-mindedly focus on the mission without the distractions of unusual personal difficulties.

APPENDIX L

DISTINGUISHED ATHLETE AWARD PROGRAM LETTER (SAMPLE)

Dear Athletic Director:

The United States Marine Corps offers a Distinguished Athlete Award to a high school student (male and/or female) who is recommended by you as a deserving varsity athlete. This letter is a formal invitation for your school to participate in this award program.

The Distinguished Athlete Award is designed to assist you in honoring a deserving and possibly unsung varsity athlete, while at the same time providing an incentive to those who may be eligible for this award in subsequent years.

The student that you recommend must be in grade 9 through 12; an athlete in a school-sponsored varsity sport; an exemplary young citizen and role model for younger students; and best exhibits the personal traits of courage, poise, self-confidence, and leadership.

The recipient need not be your most outstanding athlete, but one who has exhibited this unique combination of qualities while performing in high school sports.

The certificate is impressive. It is signed by the Commandant of the Marine Corps and reads as follows:

"UNITED STATES MARINE CORPS takes pleasure in presenting the Distinguished Athlete Award

_

(Student Name)

for displaying courage, poise, self-confidence, and leadership as a high school athlete."

To assure delivery of the certificate prior to school award ceremonies, please complete the enclosed form and mail 60 days prior to scheduled ceremony. Contact your local Marine Corps representative at the enclosed address to arrange for presentation of the certificate if desired.

DISTINGUISHED ATHLETE AWARD PROGRAM SCHOOL YEAR 1996-1997

Name of Varsity Athlete recommended for the United States Marine Corps Distinguished Athlete Award:

Please return this form to:

SCHOLASTIC EXCELLENCE AWARD PROGRAM LETTER (SAMPLE)

Dear Academic Director:

The United States Marine Corps offers a Scholastic Excellence Award to a distinguished high school student who is recommended by you as a distinguished scholar. This letter is a formal invitation for your school to participate in this award program. The Scholastic Excellence Award is designed to assist you in honoring a deserving student, while at the same time providing an incentive to those who may be eligible for this award in subsequent years. The student that you recommend must be in grade 9 through 12; an exemplary young citizen; and a role model for other students. The nominee is being recognized for academic achievement and leadership as a high school scholar. The certificate is impressive. It is signed by the Commandant of the Marine Corps and reads as follows:

"UNITED STATES MARINE CORPS takes pleasure in presenting the Scholastic Excellence Award

t.o

(Students Name)

for academic achievement and leadership as a high school scholar"

To assure delivery of the certificate prior to school award ceremonies, please complete the enclosed form and mail 60 days prior to your scheduled awards ceremony. Contact your local Marine Corps representative at the enclosed address to arrange for presentation of the certificate if desired.

SOP FOR MARINE CORPS RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS $% \left(1\right) =\left(1\right) +\left(1\right$

SCHOLASTIC EXCELLENCE AWARD PROGRAM

SCHOOL YEAR

Name of Student recommended for the United States Marine Corps' Scholastic Excellence Award:						
 Last	Name	First Name	MI	Grad. Year		
Name	of Academic Direc	tor	Phone			
Name and Complete Mailing Address of School						
Pleas	se return this for	m to:				

"SEMPER FIDELIS" AWARD FOR MUSICAL EXCELLENCE PROGRAM LETTER (SAMPLE)

United States Marines Youth Foundation, Inc. 5700 Monroe St.
P. O. Box 8280
Sylvania, Ohio 43560

Dear High School Band Director:

The undersigned, in cooperation with the United States Marines Youth Foundation and the Marine Corps League and their established youth programs to provide incentives for achievement in such fields as citizenship, academic and musical accomplishment, again offer the "Semper Fidelis" Award for Musical Excellence to one high school senior who is recommended by his or her band director as the deserving, outstanding senior bandsman in the high school band. This letter serves as a formal invitation for you to participate in this program.

In order for a student to be eligible for recommendation by his or her band director, he or she must:

- 1. Be a high school senior.
- 2. Hold a "first chair" position in the band.
- Be capable of performing as a soloist with the high school band.
- Be recognized as both an outstanding performer and a truly outstanding young citizen.
 No other requirements are specified.

The certificate is of beautiful quality and is most suitable for framing. It is believed the recipient will long treasure the award.

The certificates will be signed by the 29th Commandant of the United States Marine Corps and by you as the director of the high school band. It will read:

"The Semper Fidelis Award for Musical Excellence presented to (name of student)

by the United States Marines Youth Foundation, Incorporated and the Marine Corps League

in Recognition of Diligence, Dedication, and Musical Excellence as a Performing High School Bandsman."

The basic purpose of making this award available is to assist you, the director, in honoring a deserving, outstanding bandsman, and at the same time, to provide an incentive to those who may be eligible for the award in subsequent years.

In making this offer to band directors, there is no motive on the part of either the Foundation, the League, or the undersigned other than to be of assistance to you, the band director, and through you, to the bandsman and your band. We have complete confidence that you will select the most deserving recipient for the award.

To receive the certificate, which may be presented to the student at graduation or any other appropriate time, complete the form provided below and please mail it to:

Date:	
Name:	Title:
Recruiting Station:	
Address:	
City:	State: Zip:
Phone Number:	
In order to assure delivery of the certificate prior to graduation, the completed form must be received by the above office no later than April 7 of the current school year.	
If definite arrangements for the presentation of the certificate have not been made by your local Marine Corps Representative by April 14 of the current school year, then please notify us immediately at the above address.	
	//SIGNATURE//
SCHOOL YEAR	
Name of Senior Bandsman recommended for "Semper Fidelis" Award for Musical Excellence: (Please one name only, one awarded per school.)	

Name of Band Director:	
Name and complete Mailing Address of School	
Address of School	

APPENDIX M

EAGLE SCOUT AWARD PROGRAM LETTER (SAMPLE)

Dear Scout Director:

The United States Marine Corps offers an Eagle Scout Recognition Award to all scouts who have attained that honored rank. This letter is a formal invitation for your troop to participate in this award program.

The Marine Corps desires to recognize the importance of those leadership traits and characteristics that have been displayed by Eagle Scout Award recipients. The achievement of Eagle Scout is an accomplishment that indicates a strong sense of civic pride and willingness to get involved in community affairs.

The certificate is impressive with an image of the Eagle Scout award and the seal of the United States Marine Corps. Signed by the Commandant of the Marine Corps, the certificate reads:

"UNITED STATES MARINE CORPS
Takes pleasure in commending
(Scout's Name)

for superior achievement in your excellence, exemplified in the highest ideals and traditions of the Boy Scouts of America, in recognition of his attainment of the rank of Eagle Scout."

To ensure delivery of the certificate in a timely manner, please complete the enclosed form and mail 60 days before the scheduled ceremony to:

(Insert RS Address)

Contact your local Marine Corps representative to arrange for presentation of the certificate at:

(Insert RSS NCOIC name RSS Address and phone)

Sincerely,

(Insert CO name) Commanding Officer

EAGLE SCOUT RECOGNITION AWARD PROGRAM

Name of Boy Scout recommended for the United States Marine Corps Eagle Scout Recognition Award:

Last	Name	First Name	MI	Grad. Year		
 Name	of Scout Leader	Phor	ne			
Name and Complete Mailing Address of Troop						
	se return this for	m to:				

ease return this form to:

EAGLE SCOUT AWARD PROGRAM LETTER TO RECIPIENT (SAMPLE)

Date

Boy Scout's Name Local Boy Scout Council Street Address City, State, Zip

Dear (first name):

Congratulations on your magnificent accomplishment in receiving the Eagle Scout Award. I regret that my busy schedule will not allow me to attend your award ceremony. I understand that the requirements for receiving this award are very demanding.

You have entered a distinguished group, who, through outstanding leadership and service to others, have made tremendous contributions toward the strength and freedom of our Nation.

There are many similarities between the principles and standards of the Boy Scouts and the Marine Corps. Both of our institutions stand for integrity, moral courage, loyalty and dedication to Country. Stay with these principles; they will continue to guide you on course throughout life.

You have a bright future ahead of you (fname), and I wish you good luck and continued success in all of your future endeavors. You are one of the few, and I'm proud of you.

Sincerely,

(CO name)
(rank), U. S. Marine Corps
Commanding Officer

GOLD AWARD PROGRAM LETTER (SAMPLE)

Dear Scout Director:

The United States Marine Corps offers a Gold Recognition Award to all Girl Scouts who have attained that honored distinction. This letter is a formal invitation for your troop to participate in this award program.

The Marine Corps desires to recognize the importance of those leadership traits and characteristics that have been displayed by Gold Award recipients. The achievement of the Gold Award is an accomplishment that indicates a strong sense of civic pride and willingness to get involved in community affairs.

The certificate is impressive with an image of the Girl Scout seal and the seal of the United States Marine Corps. Signed by the Commandant of the Marine Corps, the certificate reads:

"UNITED STATES MARINE CORPS
Takes pleasure in commending
(Scout's Name)

for superior achievement in your excellence, exemplified in the highest ideals and traditions of the Girl Scouts of America, in recognition of her attainment of the Gold Award."

To ensure delivery of the certificate in a timely manner, please complete the enclosed form and mail 60 days before the scheduled ceremony to:

(Insert RS Address)

Contact your local Marine Corps representative to arrange for presentation of the certificate at:

(Insert RSS NCOIC name RSS Address and phone)

Sincerely,

(Insert CO name)
Commanding Officer

GOLD SCOUT RECOGNITION AWARD PROGRAM

Name of Girl Scout recommended for the United States Marine Corps' Gold Scout Award:

Last	Name	First Name	MI	Grad. Year
Name	of Scout Leader	P.	hone	
Name	and Complete Mail:	ing Address of Tro	op	
	Please	return this form	to:	

Please return this form to

GIRL SCOUT GOLD AWARD PROGRAM LETTER TO RECIPIENT (SAMPLE)

Date

Girl Scout's Name Local Girl Scout Council Street Address City, State, Zip

Dear (first name):

Congratulations on your magnificent accomplishment in receiving the Girl Scout Gold Award. I regret that my busy schedule will not allow me to attend your award ceremony. I understand that the requirements for receiving this award are very demanding.

You have entered a distinguished group, who, through outstanding leadership and service to others, have made tremendous contributions toward the strength and freedom of our Nation.

There are many similarities between the principles and standards of the Girl Scouts and the Marine Corps. Both of our institutions stand for integrity, moral courage, loyalty and dedication to Country. Stay with these principles; they will continue to guide you on course throughout life.

You have a bright future ahead of you (first name), and I wish you good luck and continued success in all of your future endeavors. You are one of the few, and I'm proud of you.

Sincerely,

(CO name)
(rank), U. S. Marine Corps
Commanding Officer

APPENDIX N CERTIFICATE OF COMPLETION



APPENDIX O

EDUCATOR WORKSHOP -- LETTER OF CLASS CREDITS

COMMANDING GENERAL
Marine Corps Recruit Depot
Eastern Recruiting Region
P.O. BOX 19901
Parris Island, SC 29905-9001

10 April 1998

Dear Educators Workshop Attendee,

Thank you for taking the time out of your busy schedule to come to Marine Carps Recruit Depot, Parris Island, SC. It is very gratifying for me to see concerned citizens show such keen interest in ale Marine Corps. I consider it a vital mission, and a great opportunity to show community leaders such as yourself our commitment to excellence.

The Recruit Depot was designed to assume a unique role -- the making of a Marine. We infuse our training with our proven triad of success -- the core values of Honor, Courage and Commitment. We continue to take the best our nation offers and make them better.

As part of your visit here, you have had the opportunity to observe and participate in a variety of training evolutions. The following represents your time with us during the Educators Workshop:

SUBJECT	<u>HOURS</u>
Marine Corps History	2
Marine Corps Occupational Opportunities	1
Recruit Training Techniques	2
Physical Training and Conditioning Instruction	1
Marine Corps Drill and Ceremonies	2
Weapons Safety and Marksmanship Techniques	1
Basic Warrior Training/Crucible	2 1/2

I am hopeful that you, like so many or our other visitors, have found this experience to be both rewarding and educational.

On behalf of the Marines aboard our Depot and the Eastern Recruiting Region, thank you again for taking the time to learn more about our mission here.

Sincerely,

J. R. BATTAGLINI Brigadier General, U.S. Marine Corps

SOP FOR MARINE CORPS RECRUITING COMMAND MARKETING AND PUBLIC AFFAIRS $% \left(1\right) =\left(1\right) +\left(1\right$

WORKSHOP CRITERIA

DATE	DATE		NUMBER OF
CLASS	CLASS		HOURS
COMMENCED	ENDED	SUBJECTS	EACH SUBJECT
			 2
			2
		Continuing Education in the Marine Corps	1
		Recruit Training Techniques	1
		 Field Training Techniques	2
		Stress Management	1
		 Military History	1
			1
		Marine Corps Drill & Ceremony	2
		 Military Quality of Life	2
			2

APPENDIX P

EDUCATORS WORKSHOP PROGRAM AFTER ACTION REPORT

From: Commanding Officer, Recruiting Station, Whoever
To: Commanding General, (APPROPRIATE) Recruiting Region
Via: Commanding Officer, (APPROPRIATE) Marine Corps District

Subj: EDUCATOR WORKSHOP AFTER ACTION REPORT

- 1. Visit background information:
 - a. Recruiting Station conducting visit/include joint Recruiting Station
 - b. Dates
 - c. Visit Itinerary (commands visited)
 - d. Number of visitors, enclose guest list, include RS personnel
- 2. Highlights of visit.
- 3. Negative comments.
- 4. Suggestions.
- 5. Estimated value of visit to the recruiting efforts in your area.

03/25/98 13:13 ☎803 525 3383 MPA 6th MCD PISC →→→ MCRC PAU

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-	N: 0000-007-1355 OATE ANM: Commanding General, Marine Corps Recruiting Command 25 Mar 98						ì					
Со	mmanding G	eneral, Marine	Corps Recruit	ing Commar	,				25	Mar 98		
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-	POINTS OF									MCRC		224-6404
⊢	REQUEST Cod		Col	T. W. Parker					1	6th MCD		832-2085
⊢	DEPT Coordin		Capt	A. F. Crouch					\dagger			
1	ARRV Coordin	nator:		ANT LUMINITY MADIE	ICATION?	CANCSI	LATION OF THIS F	REQUEST.				
Γ	1. I REALIZE A HIGHER PRIORITY COMMITMENT COULD CAUSE A LAST MINUTE MODIFICATION/CANCELLATION OF THIS REQUEST. THE FOLLOWING:											
-	2. REQUESTS FROM ANY TRAVELER THAT INCLUDES MILAIR TRAVEL FOR PERSONAL REASONS OR UNOFFICAL TRAVEL MUST INCLUDE THE FOLLOWING:											
	A. AMOUNT REGNIRED TO BE REMBURSED TO THE GOVERNMENT (COACH CLASS FARE). B. A STATEMENT OF INTENT TO REIMBURSE THE GOVERNMENT FOR THE AMOUNT ABOVE.											
 THIS TRAVEL MEETS THE CRITERIA OF THE DEPUTY SECRETARY OF DEFENSE MEMORANDUM DATED 9 MAY 1985. I HEREBY CERTIFY THAT USE OF MILAIR IS A VALID REQUIREMENT AND EXPENDITURE OF ASSOCIATED COSTS IS NECESSARY. 												
	4. I HEREBY CERTIF	Y THAT USE OF MILAIR	IS A VALID REQUIREME	NT AND EXPENDITU	ING UF AS	SUCIAT	CU CUO IO IO MEG	EUJKIII.				
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APPENDIX R

EDUCATOR'S WORKSHOP LIST ATTENDEE LIST

[Insert name of Recruiting Station] [Insert dates of visit]

NAME	OCCUPATION	HOMETOWN	STOP
Capt. Gungho	RS XO	Kansas City,KS	SEA
SgtMaj. Leatherneck	RS SgtMaj	New Orleans, LA	SEA
SSgt. Incharge	RS PANCO	San Antonio, TX	SEA
SSgt. Numbers	RS Recruiter	Tulsa, OK	SPO
Sgt. Mission	RS Recruiter	Boise, ID	SEA
Gary Isakson	College Professor	Connell, WA	SPO
Gary Coe	H.S. Principal	Loon Lake, WA	SPO
Elizabeth Gill	H.S. Counselor	Pilot Station, AK	SEA
Jerry Gill	H.S. Principal	Pilot Station, AK	SEA
Char Tait	H.S. Teacher	Redmond, WA	SEA
Kaye Morrow	H.S. Counselor	Seattle, WA	SEA
Douglas Cook	H.S. Counselor	Everett, WA	SEA
Steve Bridge	H.S. Athletic Dir	Montesano, WA	SEA
Sarah Taitch	H.S. Teacher	Spokane, WA	SPO
Steven Anderson	H.S. Principal	Issaquah, WA	SEA
Randy Kramer	H.S. Assist. Prin.	Lacy, WA	SEA

^{*}Denotes the person is prior military

^{**}Denotes retired rank of Colonel (no one is above that rank in this group)

APPENDIX S

Hotel Guest List Roster

[Insert name of Recruiting Station]
 [Insert dates for visit]

<u>Double</u>

1.	Gary Isakson	-	Dennis Greene	Non-smoking	
2.	Jerry Gill	-	Elizabeth Gill	Non-smoking	
3.	Kaye Morrow	-	Sarah Taitch	Non-smoking	
4.	Merle Allen	_	Richard Thomas	Request RM	407

Total number of visitors: 8

Single

1. 2.	Gary Coe Char Tait	Non-smoking Non-smoking
3.	Doug Cook	Non-smoking
4.	Steve Bridge	Non-smoking
5.	Steven Anderson	Non-smoking
6.	Randy Kramer	Non-smoking
7.	Capt. Gungho	Non-smoking
8.	SgtMaj. Leatherneck	Non-smoking
9.	SSgt. Incharge	Non-smoking

Total number of visitors:

NOTE: All your totals should include Marine escorts on the visit and the two numbers when added together should equal the total number you are bringing on the plane, including Marines! As a side note: Since these rooms are being contracted by the United States Government, you should make every attempt to double the visitors up! Single rooms are available, however, the visitors MUST PAY the difference between the cost of a single and double room!

APPENDIX T

EDUCATOR'S WORKSHOP PROGRAM

LETTER OF INVITATION

Dear Educator,

Congratulations! On behalf of the Commandant of the Marine Corps, you have been nominated to attend this year's Educator's Workshop held in San Diego and sponsored by the U.S. Marines. Each year, we fly about 40 select educators from Utah, Idaho, Nevada and Montana on this unique fiveday, four-night workshop so they may witness a world rarely seen by the outside world -- the making of Marines.

Last year, about 1,000 young men and women from schools such as yours in Utah, Nevada, Idaho and Montana made the decision to become Marines. As we only allow the very best possible candidates into our Corps, these fine young men and women are truly testaments to the dedication and expertise of educators such as yourself and your fellow educators.

We as Marines feel that we are your partners in education. This is why we feel that it is important for America's educators to have the opportunity to learn not only more about how we make Marines, but to learn about the myriad of educational opportunities available to today's Marine; to witness the vast variety of occupational skills taught; to see what our Marines teach recruits and to observe teaching techniques that transform civilians into U.S. Marines in a short 12 weeks.

Obviously, we're proud of our product - today's Marine. But we don't want to just tell you about it, we want to show you so you can make up your own mind. We believe so strongly in what we do that we want to fly you to the Marine Corps Recruit Depot in San Diego from Jan. 13-17, 1997 - free. We'll even pick up the bill for food and lodging.

Monday, you'll fly in and have a welcoming dinner with us. Tuesday you'll observe recruits have a seminar on educational benefits, see how and where recruits live, talk with Drill Instructors and even have lunch and talk with recruits undergoing training. Wednesday, we'll take you to the Marine Corps Air Station at Miramar where you'll see the vast array of the Corps' aviation assets - and the high-tech jobs Marines learn to support them. Thursday it's off to Camp Pendleton to see Marines using

the skills they learned after recruit training and to witness our character building event known as the "Crucible." And Friday culminates with the moving ceremony of recruit graduation. Then it's back home.

Most evenings, we invite the educators to a social -setting where educators can gather, discuss the day and ask questions of the Marines. It's also a great setting for networking with other educators. This Workshop is for you.

Seating is very limited. Please R.S.V.P. as soon as possible. If you can't go this year, but know an associate in your school who you'd like to see attend, please contact us. Again, congratulations on this unique opportunity. We hope to see you soon.

CO's SIGNATURE

*Note: This is the first item mailed

T-2

APPENDIX U

Response Form

UNITED STATES MARINE CORPS EDUCATOR'S WORKSHOP PROGRAM

(insert dates)

Name:				Dr./Mr./Mrs./Ms./Miss		
	LAST	FIRST	M.I.	(Circle)		
Address:						
City:			State:	Zip:		
Phone:(W)			(H)			
I DO	wish to	be part	of this v	isit.		
I DO NOT wish to be part of this visit, but would like to be considered for a future visit.						
I DO NOT wish to participate in the Educator Workshop Program, but I recommend						
Mr./Mrs/Ms.	:					
Address:						
	Sign	ature				

APPENDIX V

EDUCATOR'S WORKSHOP PROGRAM - LIABILITY WAIVER FORM

Date:	
Full Name:	-
Home Address:	
	-
In consideration of receiving free transportation from the Depart Defense, United States Navy, or United States Marine Corps by C-9 (circle one) [Insert place of departure], [Insert place of depart Naval Air Station North Island or Lindbergh Field, San Diego Cali and return, including such other ground or air transportation by other means that may be reasonably required throughout this period commencing on or about [Insert departure date of trip] and ending about [Insert return date of trip], I hereby release the United States Government, including all of its subdivisions, officers, military personnel, employees and agents from all liability for any injuring negligence or otherwise. I understand that in transporting me, the States Government is not acting as a common carrier for hire and bear the liabilities attaching to that status. I acknowledge the voluntarily accept the above transportation and that I am under no compulsion to do so. I understand that by accepting such transport incur no obligation towards the United States Government except imposed by this release. I agree that this release not only bind but also my family, heirs, assigns, administrators, and other executions.	from fornia, this and d, on or tates es or he United does not t I co rtation, as s myself,
Signature	
Signature of Witness	
Signature of Witness	

APPENDIX W

EDUCATOR'S WORKSHOP PROGRAM - BIOGRAPHICAL QUESTIONNAIRE (PLEASE PRINT OR TYPE)

*Name:[Mr][Mrs][Miss][Ms]	
*Telephone-Home:	Work:
*Fax:Soc	cial Security No
*Organization (include jobtitle	e):
*Military background or	
Experience:	
*I will board the plane at: [Insert p	Insert place of departure] place of departure] (Circle one)
	ed: [Check No] [Money Order] USMC ORIENTATION VISIT) (NO CASH
*Special Rooming	
Instructions:	
*I understand that I will be of	ffered a DOUBLE HOTEL ROOM with:
*Note: Persons desiring a sing the difference between the cost *I prefer to have a: (Circle On	gle room will be responsible for t of a single & double room.
Person to be notified in case on Name/Relationship:	
Address:	
	Work:
*PRIVACY ACT STATEMENT (By auth	hority of MCO P5720.60): PRINCIPAL
	n required to adequately manage
the Marine Corps Command Visit	Program. ROUTINE USE - To
maintain a record of individua	ls participating in the Command
Visit Program, to include emerg	-
DISCLOSURE IS VOLUNTARY - If in	nformation is not furnished, the
individual will not be eligible	e to participate in the program.

APPENDIX X

EDUCATOR WORKSHOP PROGRAM - NEXT OF KIN RECORD

Flight Number:	Destination:
Name of Traveler:	Date:
Social Security Number:	
Please fill in the information	n below:
Name of next of kin:	
Relationship:	
Address:	
I certify that I do not have a (listed below) in my baggage of	_
Magnetrons (articles containing Pets (including dogs, cats, be Inflammables (matches, lighter Flash bulbs	-
Live ammunition, grenades or or Radioactive material	other explosives
Narcotics	
Alcoholic beverages	
Signature	

APPENDIX Y

EDUCATOR'S WORKSHOP PROGRAM

MONDAY SCHEDULE FOR RS EDUCATOR WORKSHOP

TIME	DESCRIPTION	COG	LOCATION
1400-1600	Visitors arrive at North Island	PAO	Air Terminal
1600	Depart for hotel	Enroute	
1630-1700	Hotel check-in	Humphrey's	Humphrey's
1700-1730	Personal time		Humphrey's
1730-1745	CG's welcome	CG	Humphrey's
1745-1755	Welcome by hotel	Humphrey's	Humphrey's
1755-1800	PAO brief	PAO	Humphrey's
1800-1815	Command brief (for educators)	PAO	Humphrey's
1815-1930	Dinner at Hotel	Humphrey's	Humphrey's
1930-2000	Travel claim completion	PAO	Humphrey's

TUESDAY SCHEDULE FOR RS EDUCATOR WORKSHOP

TIME	DESCRIPTION	COG	LOCATION
0630-0710	Breakfast	Humphrey's	
0710-0740	Recruiters Brief	RS/	Humphrey's
0740-0750	Load Buses	PAO	
0750	Depart Hotel		Enroute
0805-0830	Receiving Barracks "Yellow Footprints"	RTR	Rcvg Bks

0830-0845	CO RTR/ Command Rep Welcome	RTR/ PAO	MOTclassroom(PAC)
0850-0915	Confidence course	RTR	Conf Course
0920-0945	Water Survival Training	RTR	Swim tank
0950-1015	AIU Brief	RTR	AIU 105
1015-1030	Comfort Break	PAO	PAC 100
1035-1100	Squadbay tour	RTR	TBD
1105-1210	Lunch w/recruits	Food Svcs	МН 569
1215-1225	Comfort Break	PAO	Bldg 31
1230-1300	Messhall 620 tour	Food Svcs	MH 620
1305-1320	Group photo	TAVSC	Recruit PX
1320-1400	Recruit Exchange call	PAO	Recruit PX
1405-1425	Education benefits brief	Edu	AIU 107
1430-1500	Band brief/demo by TGIF	Band	AIU 107
1500	Depart for hotel		

WEDNESDAY SCHEDULE FOR RS EDUCATOR WORKSHOP

TIME	DESCRIPTION	COG	LOCATION
0715-0810	Breakfast		Humphrey's
0810-0820	Load buses	PAO	Humphrey's
0820	Depart for Miramar		Enroute
0900-0920	CG Welcome	Mir PAO	Wing Auditorium
0920	Enroute for flightline		Enroute
0930-1030	F/A-18 Squadron display	Mir PAO	TBD
1030	Enroute to MALS-11		Enroute

1040-1130 Marine Aviation		Mir PAO	MALS-11
	Logistics Sqadron-11		

Depart for hotel

THURSDAY SCHEDULE FOR RS EDUCATOR WORKSHOP

TIME	DESCRIPTION	COG	LOCATION
0615-0700	Breakfast		Humphrey's
0700-0715	Load buses	PAO	Humphrey's
0715	Enroute to Camp Pendleto	n	Enroute
0820-0830	Comfort/Coffee Break	JPAO	AAV School
0830-0900	Base CG welcome/ AAVS brief	JPAO	AAV School
0905-0945	AAVS demo/static display ("Water Ballet")	JPAO	AAV School
0945	Enroute to Stuart Mesa Housing	JPAO	Enroute
1000-1020	Bus 1: Housing tour Bus 2: Housing brief	JPAO JPAO	Stuart Mesa Community Center
1030-1050	Bus 1: Housing brief Bus 2: Housing tour	JPAO JPAO	Community Center Stuart Mesa
1050	Enroute to WFTBn Messhal	1	Enroute
1100-1205 Messhall	Lunch/comfort break	Food Svcs	Area 31
1215-1225	Welcome/Edson Range Mission brief	WFTBn	WFTBn HQ
1230-1305	Bus 1: Indoor Simulator Marksmanship Trai Bus 2: Crucible		WFTCo Crucible

1315-1350	Bus 1: Crucible Bus 2: Indoor Simulator Marksmanship Trainer	WFTBn WFTBn	Crucible WFTCo
1355	Enroute to Ground Unit Demonstration	JPAO	Enroute
1415-1600	1stMarDiv demo/display or 1st FSSG demo/display	JPAO	TBD
1600	Depart for hotel		

FRIDAY SCHEDULE FOR RS EDUCATOR WORKSHOP

TIME	DESCRIPTION	COG	LOCATION
0700-0725	Load luggage	PAO	Humphrey's
0725	Depart hotel		Enroute
0740-0745	Seating for Morni Colors	ng PAO	Bldg 31
0745-0810	Morning Colors	PAO	Bldg 31
0815-0835	Barracks 619 Tour	BEQ Mgr	Brks 619
0840-0935	Brunch/farewell bor Command Rep	y CG	Bayview
0940-1000	Graduation Seatin	g/ PAO	Parade Deck
1000-1100	Graduation	RTR	Parade deck
1105-1130	Mingle w/new Mari	nes PAO	Parade deck
1130	Depart for North	Island	

APPENDIX Z

UNITED STATES MARINE CORPS 4th MARINE CORPS DISTRICT BLDG 54, SUITE 3 Box 806

NEW CUMBERLAND, PENNSYLVANIA 17070-0806

5720 PAO 4 Sep 97

From: Commanding Officer, Fourth Marine Corps District

To: RS Commanding Officers

Subj: FY98 EDUCATOR'S WORKSHOP LETTER OF INSTRUCTION

Ref: (a) CG, MCRC/ERR letter dated 29 Aug 97; Educators
Workshop for FY98

- (b) DISTO P5720.1F (Standing Operating Procedure for Public Affairs)
- (c) SECNAVINST 5720.44A (PA Policy & Regulations)

Encl: (1) Sample itinerary

- (2) Plan of action and milestones in support of this FY's workshops
- (3) Personnel list submission format
- (4) Recruit list submission format
- (5) RS after action report format
- (6) Workshop guest critique form
- 1. <u>Purpose</u>. To provide Marine Corps Recruiting Command's (MCRC's) approved dates for fiscal year 1998 Educator's Workshops, and to give each RS the guidelines to execute its workshop.
- 2. <u>Dates</u>. Reference (a) confirms these final MCRC-approved dates for FY98 Educator's Workshops:

<u>DATES</u>			<u>RS</u>	
15-17	OCT	97	Cincinnati (CINC)/Cleveland	(CLEV)
14-16	JAN	98	Baltimore (BALT)	
18-20	FEB	98	Charleston (CHAS)/Detroit (I	DETR)
25-27	FEB	98	Louisville (LVLL)/Richmond	(RICH)

3. <u>Travel</u>. Each workshop rates one C-9 aircraft with 88 total passenger seats. The ratio of civilians to regular Marines for each workshop is 10-to-1, so a full plane can hold up to 80 civilians and eight Marines. RS CO's sharing a plane will mutually agree on how many seats each RS will fill. C-9 transport is scheduled to support your workshops for the following dates, times, and places:

a. <u>CINC/CLEV</u>:

Wednesday, 15 Oct 97

Depart 1200 Cleveland Hopkins

Arrive 1300 Wright Patterson Air Force Base (AFB)

Depart 1345 Wright Patterson AFB

Arrive 1500 MCAS Beaufort

Friday, 17 Oct 97

Depart 1300 MCAS Beaufort

Arrive 1415 Wright Patterson AFB
Depart 1500 Wright Patterson AFB
Arrive 1600 Cleveland Hopkins

b. BALT:

Wednesday, 14 Jan 98

Depart 1230 Andrews AFB Arrive 1400 MCAS Beaufort

Friday, 16 Jan 98

Depart 1330 MCAS Beaufort Arrive 1500 Andrews AFB

c. <u>CHAS/DETR</u>:

Wednesday, 18 Feb 98

Depart 1200 Yeager Field

Arrive 1245 Seifridge Air National Guard Base (ANGB)

Depart 1330 Seifridge ANGB Arrive 1430 MCAS Beaufort

Friday, 20 Feb 98

Depart 1300 MCAS Beaufort Arrive 1400 Selfridge ANGB Depart 1445 Selfridge ANGB Arrive 1530 Yeager Field

d. <u>LVLL/RICH</u>:

Wednesday, 25 Feb 98 Depart 1200 Richmond International Arrive 1300 Standford Field (Louisville) Depart 1345 Standford Field Arrive 1500 MCAS Beaufort Friday, 27 Feb 98 Depart 1300 MCAS Beaufort Arrive 1415 Standford Field Depart 1500 Standford Field Arrive 1600 Richmond International

4. Lodging

- a. District will cover lodging costs for all civilian participants and all RS Marines through government contract.
- b. All workshop participants will stay at the Holiday Inn Beaufort. Marines will share double rooms. Rooms available to civilians will be either double, regular single or king single rooms -- up to 80 total spaces based on the following maximums per workshop (PS CO's going on the same workshop will decide how many of each type of room each PS needs)
 - (1) 10 king single rooms
 - (2) 30 regular single rooms
 - (3) 20 double rooms

5. Meals

- a. District will cover all meal costs for all civilian and Marine participants.
 - b. Meals covered and price ceilings per person per meal are:

<u>Date</u>	<u>Meal</u>	<u>Max \$/Person</u>
Wednesday	Pre-Flight RS brief and meal	7.00
Wednesday	Evening meal at Steamers restaurant,	20.00
	downtown Beaufort	
Thursday	Breakfast buffet at Holiday Inn	6.00
Thursday	Lunch at P.I. chow hall	7.25
Thursday	CG's dinner/social at Parris Island club	9.15

Friday	Breakfast buffet at Holiday Inn	6.00
Friday	Lunch at MCAS Beaufort club	6.50
	Total	61.90

- c. Wednesday pre-flight brunch or lunch will go at or near each RS headquarters (not at the airport). RS's can cater a meal at the headquarters, or eat at a nearby hotel or restaurant.
- d. Marines attending this meal will also be covered under government contract. Expenses are capped at \$308 per RS for RS's sharing a C-9 (\$7 per person for up to 44 attendees). Baltimore is capped at \$616
- (\$7 per person for up to 88 attendees)
- e. RS's only need to confirm a vendor to support this meal. Once the vendor and the estimated number of meals are confirmed, pass that information to the District PA Chief, and District will execute all expense action from there on.

6. Orders

- a. Per diem will cover incidentals only.
- b. TAD requests and travel claims will he submitted through District.

7. <u>Dress Code</u>

- a. The uniform of the day for District and RS Marines is the Dress Blue "D" or "C", depending on the season, with ribbons and name tag. Marines will also wear this uniform during the CO's social and dinner Thursday night. Blue sweaters, all-weather coats and tanker jackets are authorized. Marines can wear appropriate civilian clothes in the off-schedule hours.
- b. Civilians should pack for the climate and the daily schedule. A copy of an itinerary is at enclosure (1). Except for some Crucible highlights, this FY's schedule won't vary much from that itinerary. Civilian dress for the CO's dinner and social Thursday night is informal, but jeans and tennis shoes are prohibited.
- c. If we have bad weather, the schedule will be shifted to an indoor activity whenever possible. All participants should bring clothes and accessories needed for bad weather.

8. <u>Personnel</u>. District will have at least two Marines on the ground to meet the plane when it lands at MCAS Beaufort. They will be accompanied by, at least three Recruit Training Regiment Marines: one officer and two drill instructors (D.I.'s). After hotel check-in, at least one Parris Island Public Affairs Marine will also accompany the group.

9. <u>Transportation</u>

- a. Two government buses will move Marines and civilians from point to point. A D.I. will be the host and guide on each bus every day. All RS Marines, excluding MPARs, should go with the main body on the buses.
- b. The District enlisted Marine will precede the main body in a rental vehicle to make sure chow halls are prepared, and to troubleshoot any surprises in the schedule.
- c. The District Public Affairs Officer, Parris Island Public Affairs Marine and RS Marketing and Public Affairs Representatives (MPARs) will go with the media in vehicles separate from the main body. (Their schedule is similar, but more fluid than the main body schedule.)
- d. The buses will be at the hotel Wednesday night to take everyone to a contracted meal at Steamers restaurant in Beaufort, and then back to the hotel. After dinner the guests will have free time. Thursday night there will only be the District rental van on hand at the hotel. This van is there to support surprises for example, if a guest needs to be run out to the airport because of a family emergency, but we can make runs and support other requests as circumstances allow.
- e. If RS's want to rent their own vehicles, they can reserve a car through Thrifty Rent-A-Car in Beaufort. For rates and reservations, call 1-800-367-2277, or call the office direct at (803) 522-9996. When you land at Beaufort, a District Marine will get one of your RS Marines to the rental car office to pick up the car and meet the main body when they check in at the hotel.
- 10. <u>Schedule</u>. A copy of last FY's schedule is provided at enclosure (1) as an example itinerary. A copy of this year's schedule will be forwarded to each RS as soon as it's available.

- 11. <u>Action</u>. Use Appendix J (Command Visits) of reference (b), plus the Plan of Action and Milestones at enclosure (2), to execute your workshop. Also note the following areas:
- a. RS Administrative Representative (ADREP). This Marine does not have to be an admin clerk, but he or she will be responsible for coordinating a lot of administrative needs that will make the workshop go as smoothly as possible. This Marine should not be the MPAR. The MPAR does the bulk of his or her support before and after the workshop. During the workshop, the MPAR switches primary support to media guests. The ADREP is responsible for the following:
- (1) Pick up and be the designated driver for the RS rental car, if needed.
- (2) Ensure guest baggage is clearly tagged according to RS. Brightly colored tags, coordinated between the RSs that share a plane, to differentiate RS's guests is preferred.
- (3) Count the number of bags loaded onto the C-9 on departure and make sure the same number of bags are loaded into the GOV truck for transport to the hotel on arrival. Include the number of bags per person on the flight manifest. Go with the District enlisted Marine and prestage the bags at the hotel for easy pick-up when guests arrive later. Coordinate loading the bags back into the truck Friday morning. Make sure all the bags are loaded back into the C-9 before returning to the RS.
- (4) Carry a list of all RS Marines and civilians at the workshop. After hotel check-in, get an updated printout that includes room numbers. Whenever guests off-load the buses during the workshop, the ADREP will take a head count and give a thumbs up to the D.I. when everyone is back on board. On Thursday and Friday mornings, the ADREP will help muster people onto the buses, and call individual rooms if needed, to ensure ontime departure.
- b. **Publicity**. This is something that needs to be supported from the poolees up through the command group. Two major attractions for this year's workshop are that it is free to guests, and they will have the opportunity to see the Crucible and learn about the Marine Corps' expanded focus on ethics and values training. This last point is a huge draw for educators and media. The following minimum publicity needs to be executed by each RS:

- (1) Poolee newsletter. Advertise the workshop in at least the last four issues before departure. Create a contest that rewards poolees who refer one or more high school 11 key staff." They will receive rewards only after the referred staff ship to Parris Island (graduation is assumed at that point). Key staff include counselors, principals and vice principals, coaches, etc.
- (2) High school newspapers. Advertise the workshop in the high school papers, where cost allows. If there's a poolee on the journalism staff, maybe the ad can run for free.
- (3) High school flyers. Poolees and recruiters should make flyers/handouts that can be posted at every high school. Target faculty lounges whenever possible.
- (4) Other flyers. When you send out invitations per the format in reference (b), add a line that conveys this message: "Whether you go to the workshop or not, please take the enclosed flyer, copy it as much as you want, hand it out to your colleagues, and put it on every wall in your building. Thank you in advance for your support."
- (5) Media visits. The MPAR will personally visit key media and discuss the workshop with them. Concentrate the hardest on newspaper media, but don't leave out TV and radio. Live remotes can be arranged if requested in advance. At a minimum, bring with you the sneak preview handout from District, a copy of last year's schedule at enclosure (1), and a list of the recruits from the local area that the media will get to talk to during their visit. Highlight their opportunity to see the Crucible and learn about expanded ethics training right at the site where it is taught. Most importantly, visit them early enough to support preworkshop interviews with poolees to get the before-and-after-ship angles for the story.
- c. Invitations. At a minimum, your invitation list should go out to the following contacts in your RS area. Use the generic format in reference (b), but customize a paragraph or two of the main letter to meet the needs of each different audience. For example, letters to church senior high youth group leaders would have a plug on how the Marine Corps makes Marines and future Americans with the highest moral character on earth. Make sure invitations include the required paperwork for each guest: Biographical questionnaire, medical release form, and liability release form. Mail invitations in two staggered mail-outs, with the highest priority invitations

going out in the first mail-out. Give the first wave the first chance to call back and confirm.

- (1) Education staff. Key high school, school district and state board of higher education staff
- (2) Law enforcement staff. Police chiefs at local precincts, county sheriffs, juvenile authorities, and personnel involved in police checks.
- (3) Religious staff. Address invitations to the priest, pastor or minister of major churches throughout your RS area (Attn: Senior high youth group leader)
- (4) Prominent business people. Use a national or state-level Who's Who to figure out which businesses local economies depend on to survive. The people who run those businesses also have tremendous influence on local community politics and policies. They also have a lot of cash. Maybe you'll see some of it if they go to a workshop and decide the Marine Corps is the greatest thing on earth.
- (5) Key recruiting supporters. If a local civilian has provided consistent, significant support that has directly affected your RS's ability to make mission, don't leave him or her out of the invitation loop.

d. C-9 pick-up and return

- (1) Two days before the scheduled flight, District will forward the C-9 information the MPAR needs to confirm the exact arrival and departure times and location at your local base or airport. If the C-9 is delayed, RS's should be prepared to use the extra time to extend their pre-flight lunch/brief at the RS.
- (2) Once C-9 information is passed to the MPARs, they need to call their local airport and confirm this information and check back on it frequently, especially the day the C-9 arrives, in case the C-9 is delayed. They need to make absolutely sure they know how to get from the RS's pre-flight briefing site to the C-9's pick-up point, to include alternate driving routes.
- (3) RS's must figure out the best place for civilians to stage their vehicles while they're gone, and work out the logistics to get them to the C-9 pick-up point and back to their vehicles

- (4) RSs should establish a next-of-kin list for guests in case of emergency and submit the list to District.
- **e.** Luggage. Ensure all luggage has an RS-matching tag, like a fluorescent orange tag, that makes it distinct from the other RS you're flying with. At a minimum, this tag will include the RS name and the full name of the owner.
- **f.** RS Marine participants. It is recommended that the RS CO or XO, and the MPAR, should attend the workshop. In addition to ADREP, other Marines attending are the RS CO's call. However, the RS can't exceed a ratio of 10 civilians per one Marine.
- g. Documentation. MPARs will bring their cameras and take photos of civilians throughout the visit. The photos will support a feature story that each MPAR will be required to submit to District after the completion of the workshop.
- h. Submissions to District. Use enclosure (2) to get required information to District on time and in the right format. The following guidelines apply.
- (1) Personnel lists: Use the format at enclosure (3). If a guest has any special physical restrictions, make sure District knows exactly what they are.
- (2) Recruit lists: Submit this list in the format at enclosure (4): Include full name, RS, RSS, SSN and platoon information. Submit no more than 30 names per RS, 60 if the RS has its own plane. Avoid requesting recruits scheduled for the rifle range during your visit.
- (3) Media topics: Provide advance information on media coverage interests. E-mail is acceptable. Include the name and type of media, their city and state, and what they want to see when they go to Parris Island (the more specific the better)

(4) Post-Visit action

- (a) Submit an RS after action report per enclosure (5). Ensure civilians fill out the workshop critique sheet at enclosure (6), and enclose copies of the critiques with your report. Submit the report to Commanding Officer, Fourth Marine Corps District (Code PAO)
 - (b) MPARs will release their workshop feature

stories and art to organizations with participants noted in the story or the art. For example, if the principal of Northmont High School is quoted, the story will be released for printing in Northmont's school newspaper. If a church's senior high youth group leader is photographed, the story and art will be released to the church for the church bulletin or posting on the church bulletin board.

(c) On Friday, Marines and civilians will take a group photo. Prints from that shoot will be made at District, matched to byname Educator's Workshop Certificates of Completion signed by BGen. Battaligna, and placed in a red, soft-cover award folder. The folders will be delivered to each PS for distribution to NCOIC's with guests in their area. Recruiters will personally deliver these folders to participants from their areas.

i. District

- (1) District Public Affairs will design and forward a workshop sneak preview publication that RS's can use for publicity in the schools, and as handouts at their pre-flight briefs. RS's should work with District if they decide to design similar publications themselves. This will ensure consistency of information and quality.
- (2) District will request and schedule the C-9's through MCRC to get from the PS's to Beaufort and back.
- (3) District will lock on all hotel lodging and meal contracting requirements.
- $\ensuremath{(4)}$ District will take care of media interview needs at Parris Island.
- (5) Part of District's funding of the workshop will include mementos for all participants. On arrival at Parris Island, the District enlisted Marine will give enough mementos to the MPAR(s) to give to each person in the plane. Mementos would include items such as mouse pads or t-shirts. If you have suggestions for items or vendors, forward them to the District PA Chief as soon as possible.
- (6) For this event, District Public Affairs is the single POC between this command and Parris Island or MCAS Beaufort Public Affairs or Operations sections.

12. Electronic copies of all the enclosures will be forwarded to the RS MPARs. POC is the Public Affairs Officer, 2ndLt.Goodrich, or the Public Affairs Chief, GySgt. Yetter, at (717) 770-4647/50.

H. E. POOLE SR By direction

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Educator's Workshop Feedback Form

Date	Recruiting Station
Jame (Optional)	
osition	
Organization	
Phone (Optional)	
How and when were you contacted about this trip?	
2. How was the length of the workshop (Including ting your flight)?	
 3. Based on your schedule, circle the months to parti JAN FEB MAR APR MAY JUN 4. Was transportation suitable (Yes/No, comments) 	+ com NOV DEC
5. Was lodging suitable (Yes/No, comments)	
6. Was the Recruiting Station meal satisfactory? (Y	/N, comments)
7. Was the Recruiting Station brief satisfactory? (Y	/N, comments)
8. Were the meals at Parris Island satisfactory? (Y/	N, comments)
9. Were the briefs and explanations at Parris Island	satisfactory? (Y/N, comments)
10. What was the best part of the schedule?	
10. What was the best part of the schedule?	

2. Given what you learned at this workshop, do you feel you understand the Marine Corps we nough to tell someone else how we make Marines? (Yes/No, comments) 3. Would you recommend this trip to a friend? (Yes/No, comments) This is the first year Marine Corps officials have included the full participant cost of the Educat Workshop into its budget. Your feedback for the next question will be very important in helping th slecide how to prioritize future workshop funding. If you prefer not to discuss income issues, completely understand. Just check the last option after the question. 14. If you had to pay for lodging and meal costs, what other options exist for you to cover the expense (About \$200 total)? (Check all that apply) None. I could not have attended this workshop without full Marine Corps funding Organization-funded Personal income, but tax-reimbursed Personal income with no reimbursement Other I prefer not to discuss income issues	1. What would	I you like to see improved or added to the workshop?
3. Would you recommend this trip to a friend? (Yes/No, comments) This is the first year Marine Corps officials have included the full participant cost of the Educate Morkshop into its budget. Your feedback for the next question will be very important in helping the lecide how to prioritize future workshop funding. If you prefer not to discuss income issues, completely understand. Just check the last option after the question. 14. If you had to pay for lodging and meal costs, what other options exist for you to cover the expense (About \$200 total)? (Check all that apply) None. I could not have attended this workshop without full Marine Corps funding Organization-funded Personal income, but tax-reimbursed Personal income with no reimbursement Other I prefer not to discuss income issues		
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None. I could not have attended this workshop without full Marine Corps funding Organization-funded Personal income, but tax-reimbursed Personal income with no reimbursement Other I prefer not to discuss income issues	Workshop into i decide how to completely unde	prioritize future workshop funding. If you prefer not to discuss income issues, prioritize future workshop funding. If you prefer not to discuss income issues, prioritize future workshop funding. If you prefer not to discuss income issues, prioritized future for the future funding for longing and meal costs, what other options exist for you to cover this
Personal income, but tax-reimbursed Personal income with no reimbursement Other I prefer not to discuss income issues	скрепае (1 коос	None. I could not have attended this workshop
		Personal income, but tax-reimbursed Personal income with no reimbursement
15. Other comments?		I prefer not to discuss income issues
	15. Other cor	nments?



FY'98 ANNUAL RECRUITER SUPPORT MATERIALS ORDER FORM

RS/OSO		 	
Allotted	Funds_	 	

(Return completed Order Form to District RAO as directed.)

The items listed on the attached Recruiter Support Materials Order Form are a direct result of the input from the recruiting service. The Recruiter Support Materials Order Form represents a "shopping list" of all printed recruiter support materials produced by the MCRC (M). The annual Order Form allows you to choose the items that best support your local recruiting needs within the budget established by your District RAO.

Recruiting Stations are encouraged to solicit input from each RSS NCOIC prior to returning the RS Order Form to the District. This is important because:

- * Recruiters should be aware of the cost of support materials.
- * Individual RSS needs may differ from those of the RS as a whole.
- * RSS NCOICs know their inventory. (Perhaps they need less quantity of some items than they usually receive from their MPAs.)

Both RSs and RSSs are reminded to plan support for local Reserve Units and I&Is, as well as for career days, job fairs, Armed Forces Day events, Command visits, etc.

RECRUTER SUPPORT MATERIALS GUIDE

Items on the attached Recruiter Support Materials Order Form are listed in the same order as they appear in the Recruiter Support Materials Guide (RSMG). The RSS NCOICs are encouraged to use the RSMG to familiarize recruiters with the cost and intended use of each item. The RSMG also comes in handy for clarifying which item is being ordered.

RECOMMENDED ORDER FORM PROCEDURE

The MPAs should take the following steps in filling out the annual Recruiter Support Materials Order Form:

- * Consult the RSMG to see which items have been updated, created or eliminated from the collateral program.
- * Check the inventory at RS/RSS/OSO.
- * Establish a budget for each RSS.
- * Request a copy of the Order Form from each RSS NCOIC.
- * Combine results of each RSS Order Form to represent the entire RS order.
- * Order in whole packs only.
- * Maintain a file of each RSS's input and RS order to confirm quantities shown on the Print Distribution Schedule [provided to the RS from the MCRC (M) by November].
- * Return one combined RS Order Form to District RAO as directed.

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FY'98 Annual Recruiter Support Materials Order Form

FY'98 RECRUITER SUPPORT MATERIAIS ORDER FORM

	PACK/CTN SIZE	PACK/CTN COST	Х	NUMBER OF PACK/CTNS	TOTAL COST
BOOKS Life in the Marine Corps	25	\$25.00	Х	=	
As An Officer Of Marines	25	\$25.00	Х	=	
FOLDERS Guaranteed Enlistment Options	50	\$ 6.00	Х	=	
Educational Opportunities in the Marine Corps	s 50	\$ 6.00	Х	=	
NROTC Scholarships	50	\$ 6.00	Х	=	
Officer Commissioning Programs	50	\$ 6.00	Х	=	
Air Folder	50	\$ 6.00	Х	=	
Judge Advocate Folder (law)	50	\$ 6.00	Х	=	
The Marines In Reserve Folder	50	\$ 6.00	Х	=	
Music In The Marines Folder	50	\$ 6.00	Х	=	
Female Marine Enlisted Folder	50	\$ 6.00	Х	=	
Female Marine Officer Folder	50	\$ 8.00	Х	=	
Why The Marines? Folder	50	\$ 6.00	Х	=	
Marine Corps Sports program	100	\$ 8.00	Х	=	
General OSO Self-mailer	100	\$11.00	Х	=	
DOD G.I. Bill (not pictured in RSMG)	100	No Cost	Х	=	\$0.00
POSTERS Single-sided Recruiting (Marine Ground)	100	\$25.00	Х	=	
Double-sided Recruiting (Female Marine)	100	\$17.00	Х	=	
Double-sided Recruiting (Marine Aviation)	100	\$18.00	Х	=	
Double-sided OSO Visit Poster (11" x 14")	50	\$ 6.00	Х	=	
Sports Calendar Poster (1998)	100	\$18.00	Х	=	
DECALS 4" Chrome	100	\$19.00	Х	=	
USMC Window (2"x12")	100	\$10.00	Х	=	

FY'98 Annual Recruiter Support Materials Order Form

	FY'98 Annua.	l Recruiter	Suppo	ort Materials Or	der Form
	PACK/CTN SIZE	PACK/CTN COST	Х	NUMBER OF PACK/CTNS	TOTAL COST
BUMPER STICKERS Woodland Cammy	100	\$ 20.00	Х	=	
Sword	100	\$ 20.00	Х	=	
Semper Fi	100	\$ 20.00	Х	=	
SUPPLEMENTAL SUPPORT ITEMS Phone-A-Gram (Sets) Make the Change BRM	100	\$ 8.00 \$ 40.00	X X	= =	
Special Events BRM (Ne	w) 1000	\$ 40.00	Х	=	
Student (Peechee) Fold		\$ 15.00	Х	=	
Book Cover	250	\$ 40.00	Х	=	
Bookmark	100	\$ 5.00	Х	=	
Welcome Aboard (Poolee) Package	25	\$200.00	Х	=	
Fitness Chart Pad(New)	10	\$ 15.00	Х	=	
Payscale (Combined Reg/Res.)	100	\$ 5.00	Х	=	
Desk-top Calendar (July 98-June 99)	25	\$ 60.00	Х	=	
OSO Flyers (New) (Orde: WM Pilot-MC WMPFL 04		\$ 15.00	Х	=	
Minority Male Pilot MC MMPFL 04157	- 250	\$ 15.00	X	=	
Male Pilot-MCM PFLY 04157	250	\$ 15.00	Х	=	
Minority WM Officers MCMWMFLO4157	- 250	\$ 15.00	Х	=	
Minority WM Officer: MC MWSFL 04157	Sword- 250	\$ 15.00	Х	=	
WM Officer: Leader- MC WMLFL 04157	250	\$ 15.00	Х	=	
WM Officer:Cammy- MC WMCFL 04157	250	\$15.00	Х	=	
	TOTAL EXP	ENDITURE FOR	RS	Ş	5

Signature RS CO/OSO

FY'98 Annual Recruiter Support Materials Order Form

DISTRIBUTION SCHEDULE

All items are ordered annually and are usually distributed semi-annually. Therefore, you must be careful not to deplete your stocks before the next distribution period. Remember, it will be another year before you have an opportunity to reorder any item. It may not be necessary to order every item listed in the Order Form, nor are you required to stock or use every item available. Also, a copy of your FY Distribution Schedule should be retained.

FURTHER INFORMATION

All MPAS and OSOs should monitor the Print Distribution Schedule that is customized to their RS. It shows the month and the quantity due for each item. If an item has not been received as scheduled, and there has not been a Print Alert concerning a delay, the MPA should notify his or her RAO that the item has not been received.

Any questions regarding the Recruiter Support Materials Order Form should be directed to Mr. Charles Valosio, MCRC (M), AV 224-3544 or COMM (703) 614-3544/1935/2901.

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The Direct Mail Matrix

Projected	Qualified Leads	30,000	32,000	25,000	30,000	15,000	16,000	24,000
Incentive	Offer	medallion	dog tag	medallion	lanyard	compass	key chain	banner
Control	Package	Heads or Tails	Footsteps	Heads or Tails	Transformation	College Fund	Strength Test	Scratch Off
RSN	Cutoff	31 Oct 97	15 Nov 97	17 Jan 98	20 Jan 98	30 Jan 98	3 Jul 98	96 Inc 6
Projected	Quantity	3,000,000	1,600,000	2,600,000	1,700,000	1,600,000	1,600,000	1,600,000
Mail Date		PAPEE B	15 Jan 98 MAILED	MANAGES .	MEMPES	MEMBERS	3 Sep 98	9 Sep 98
Promotion		Workforce	FY98 SY98	Workforce II	FY98 SY99 1st HSS	FY98 SY98 4th HSS	FY98 SY98 5th HSS (Grad)	FY98 SY99 2nd HSS

APPENDIX DD

RULES FOR RECRUITER SUPPLIED NAMES

- Lists to be submitted:
- a. High School Senior Class b. High School Junior Class c. Community College
- Only submit one high school / class year per submission checklist. ς.
- Lists must have first and last names, street, city, state and zip $\operatorname{\mathsf{code}}$.

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- All lists must be male/female IDd or females deleted (a single line out will do).
- Lists can be printed, typed or computer generated. Contact sheets are not required. S.
- Lists must be legible and complete. ٠
- Attach a completed Recruiter Submission Checklist to each list submitted. 7.
- Be aware of RSN cutoff dates. Push for early list attainment and submission. 8
 - Do not submit ASVAB lists. ASVAB names are submitted by MEPCOM. ٠ .
- Conduct training with Recruiters, NCOICs and Command Group Members. 10.
- RSNs are NOT high school lists. Encourage NCOICs to get names to you as soon as they are 11. RSNs received.